

# Dimensions

Defense Logistics Agency

Spring/Summer 2002



## DLA Strategic Plan 2002-2007

### DLA MISSION...

To provide best value logistics support to America's Armed Forces,  
in peace and war...around the clock, around the world.

### DLA VISION...

Right Item, Right Time, Right Place, Right Price.  
Every Time...Best Value Solutions for America's Warfighters.

### DLA VALUES...

People...Service...Excellence...Innovation...Trust

### DLA GOALS...

- Goal 1: Provide responsive, best value supplies and services consistently to our customers.
- Goal 2: Structure internal processes to deliver customer outcomes effectively and efficiently.
- Goal 3: Ensure our workforce is enabled and empowered to deliver and sustain logistics excellence.
- Goal 4: Manage DLA resources for best customer value.

**Also Inside:**  
**DLA Climate Survey**

**'Blackhawk Down' Battle**

**And more...**

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## ★★★ From the Director

Secretary of Defense Donald Rumsfeld has stated that one of his goals is to transform the Armed Forces for the future. Our Agency has a significant role in this effort.

Our recently updated Strategic Plan was developed to identify what must be done to help in our efforts. This is our roadmap for the next five years. We are accountable for the goals and objectives that are the foundation for sustained logistics excellence for our warfighters. We must be responsive and adaptable to constantly changing global requirements to ensure that DLA will continue to be a provider of choice to our customers. Having a great plan cannot guarantee success without the professional dedication of our talented work force.

I recently had the opportunity to brief the Secretaries of the Army, Navy, and Air Force about our mission at DLA and where we are focusing our attention. Our efforts to improve support to the warfighter, reduce our costs, and implement our business systems modernization project were very well received. Our challenge now is to make all of this happen!

The recent Climate Survey gave me valuable insight on how you perceive the Agency leaders. There are several areas of concern and it is now our task – senior leaders, managers, and employees – to work together to make DLA a better place.

I know how you respond to extraordinary events and extreme challenges. Many of our facilities are operating on a round-the-clock schedule. Your efforts are critical to our customers, and I know those customers as well as the DLA leaders appreciate your support.

The DLA work force is second to none and we can and will reach world-class ratings. ♦



*Th. Sappant*

# Dimensions

## In this Issue:

### From the Director . . . . . 2

#### News

BSM Solutions Center Opens for Business . . . . .	4
BSM Redefines DLA Finance for the 21st Century . . . . .	5
Corporate Board Approves New DLA Strategic Plan . . . . .	7
Ninth House Network Comes to DLA . . . . .	10
DDC Directors and Key Staff Attend Ninth House Network Kick-Off . . . . .	12
DLA Climate Survey Is Complete . . . . .	13
Director Holds Forum on Climate Survey . . . . .	14
Federal Center Provides Bomb Squad Equipment to Battle Creek . . . . .	15
Providing Support for Operation Enduring Freedom . . . . .	16
DoD Regains Exclusive Screening for Excess Property . . . . .	17
Identity Theft: Somebody's Got Your Number! . . . . .	18
DAPS Sacramento Produces "Let's Roll" Nose Art for Aircraft . . . . .	19
DDC Material Processing Centers Improve Service to Customers . . . . .	20
DDC is Bullish on Stock Positioning . . . . .	21
Customer Service is Good Business at DSO Tidewater . . . . .	22
DSIO-J Provides Computers to Army's "Screamin' Eagles" . . . . .	23
From Cave to Commissary . . . . .	24
Gov. Holden Signs Statement of Support for Guard and Reserve . . . . .	26
DESC Supports the Warfighter . . . . .	27
Report Alleged Fraud, Waste, Abuse . . . . .	27

#### Events

Conference Confirms that Reserves are "Part of the DLA Team" . . . . .	28
Nominations Requested for DLA Hall of Fame . . . . .	29
DSCC holds Joint Reserve Conference . . . . .	30

#### People

Former DCST Commander in Kosovo Reviews His Tour . . . . .	31
DSCC Associate Recalls 'Blackhawk Down' Battle . . . . .	32
Reserve Supply Officer Credits Safety-Consciousness For Early Escape from WTC . . . . .	33
Becoming More Marketable by Degrees . . . . .	35
DSCC Associate Has More Than Four Decades of Service . . . . .	37
DSCC Firefighters Earn Firefighting Certification . . . . .	38
Shadows Visit DLA Europe . . . . .	38
DSCR Keeps Periscope Down . . . . .	39
Two DLA Security Officers Complete HAZMAT Training . . . . .	40

#### Awards

DLA Wins CFC Communications Contest . . . . .	41
Medical Directorate Wins Award . . . . .	41
Customer Support Center Wins Excellence Award . . . . .	42
A Local Salute to American Heroes . . . . .	42
DLA Procurement Plan Ahead of Schedule . . . . .	43



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# BSM Solutions Center Opens for Business

By Jim Katzaman  
DLA Public Affairs

**W**ith the snip of ribbon on February 5, the Defense Logistics Agency opened its Business Systems Modernization Solutions Center in Crystal City, Va., the most visible sign to date that BSM is a permanent fixture in DLA's future.

The center occupies two floors -- 24,000 square feet -- of Crystal Plaza 5, and will be the heart of BSM for the next several years as employees continue work started at Defense Supply Center Richmond to revamp DLA's core business processes.

Vice Adm. Keith W. Lippert, DLA director, along with Rear Adm. Raymond A. Archer III, DLA vice director, and Mae De Vincentis, DLA chief information officer, cut the ribbon to officially open the solutions center.

Lippert said the ribbon cutting marked the end of Phase 3 in the BSM start-up in Crystal City. Installing phones, local-area computer networks and moving more than 150 people, he said, "was quite an effort." Yet, he added, all the hard work is essential to DLA's survival.

"I've been asked why, in a wartime environment, should we invest millions of dollars in BSM," the admiral said. "I reply that, regardless of the scenario, this is absolutely the right thing to do. We don't really have a choice in this matter.

"We should have done this 20 years ago," he said. "When compared to the private sector, the way we're



Rear Adm. Raymond A. Archer III (left), DLA vice director; Mae De Vincentis, DLA chief information officer; and Vice Adm. Keith W. Lippert, DLA director, cut the ribbon to officially open the BSM Solutions Center. (Photo by Thomas Wilkins)

doing business makes us a dinosaur - - and we're not only a dinosaur, we're an old dinosaur."

The BSM Solutions Center staff did not wait for the director's words to get started. Most of the people gathered from throughout DLA were already hard at work preparing for BSM to "go live" in July.

Judy Wertz, supervisory systems integration specialist, has overseen the test and evaluation master plan for the center. Two floors were gutted and rebuilt to house the BSM Solutions Center and, above it, the BSM training and knowledge transfer office.

Although miles removed from the McNamara Headquarters Complex, the BSM Solutions Center is convenient. The location can readily accommodate people traveling between the solutions center and the BSM development center at Dayton, Ohio, and production center at Denver, along with functional experts traveling from DLA field activities to help ensure the Agency gets all of its functional requirements into the BSM system.

The solutions center's opening puts in place a vision formed in the summer of 2000 when DLA 21 team members chose Crystal Plaza 5 as the

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site for the solutions center. Since then, preliminary BSM work took place at Defense Supply Center Richmond while the Crystal City site was acquired, gutted and renovated. Plans call for Crystal Plaza 5 offices to reach a plateau in use between now and 2007, after which all BSM people and operations will migrate to DLA headquarters.

Those intervening years will give Judy Wertz and the rest of her staff plenty to do to keep busy. On a quick tour, Wertz showed how BSM Solutions Center people work as teams in sets of four common-area cubicles tackling challenges as they arise.

"We're trying to verify test software modules of SAP, PD2 and Manugistics," she said. The teams need to make sure these systems adapted for DLA use work well with each other as well as existing systems

within the Agency. As Wertz said, "They have to interface with a whole lot of systems."

During his own tour of the center, Lippert saw a demonstration by John Ampela, a supply systems analyst, who showed the admiral how SAP customized for DLA use tracks all phases of transactions from requisition through delivery.

When the DLA director asked Ampela if the system was ready to go, the analyst replied, "Almost." He added that he appreciated Archer's comments in other forums when the admiral said bringing BSM on line will be "a period of discovery" as everyone learns from mistakes and presses ahead.

Wertz explained that BSM's first release, known as the concept demonstration, will involve about 400 users in July. A watch group will then decide when to expand the sys-

tem.

The first release, according to Wertz, will include about 80 percent of BSM's functional requirements envisioned in August 2000. Later releases will deal with the remaining 20 percent of DLA's needs along with improvements to earlier releases.

"We'll be in a testing mode through the end of this year," Wertz said, listing tests for operational readiness, stress and user acceptance. The last test is the most important, she said, because that portion includes a pilot test to see how well people can use the system before it expands to the rest of the DLA team.

Looking back on what will soon be a two-year start-up, Wertz said bringing the BSM Solutions Center into operation has been a long and rewarding process with everyone ready to show what BSM can do. ♦

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# BSM Redefines DLA Finance for the 21st Century

By Jim Katzaman  
DLA Public Affairs

**T**he goal is simple, yet all-encompassing: Business systems modernization will redefine finance at the Defense Logistics Agency for this new century.

Comptrollers bedeviled by the current financial system fraught with untimely, inaccurate data; inadequate cost visibility; inauditable financial records; and stove-piped organizational structures await the new dawn that, in their view, can't come too soon.

"DLA will undergo a major cultural transformation," said Simone Reba, staff director for financial BSM. "This transformation will change the way DLA and its customers think about finance."

At the focus of BSM finance will be a new tool to provide DLA with timely, accurate, discrete and auditable financial information. Reba said the Systems Applications Program, or SAP, "will fundamentally shift the meaning and importance of financial decision making and its impact on the business."

The greatest impact among DLA employees, and the greatest cultural change, according to Reba, will come as everyone learns to think and act as comptrollers.

"Almost every business decision that is made has a financial impact," Reba said. "Under BSM, our reengineered processes will more fully integrate financial considerations into overall business decisions. The system will provide data that will be more discrete, accurate, and timely. Better information and more integrated processes will result in best-value solutions for the warfighter.

"For example," she said, "in our 'to be' procurement process, procurement employees will not only be responsible for buying items but also for ensuring that the vendor is paid. Accounts payable and accounts receivable are embedded and integrated within the procurement and order fulfillment processes."

Some of the major benefits developed during the BSM financial management reengineering effort are related to the new system itself. For instance, Reba said, with current legacy systems financial data is not

*See BSM page 6*

often available for several weeks after the end of the month. This is due mostly to data residing in several different systems, different cycle times of data processing and lack of financial data ownership.

In addition, due to the age and inflexibility of DLA's legacy systems, Reba said, the Agency lacks the ability to obtain financial information at the required level of detail, quickly and without manual intervention.

"The BSM software, Systems Applications Program R/3, or SAP, will not only provide DLA with more real-time, discrete data, it also is compliant with the U.S. Standard General Ledger and is Joint Financial Management Improvement Program certified," Reba said. "This will help DLA achieve its chief financial officer compliance goals."

Within the broad scope of BSM, according to Reba, the finance portion also hopes to achieve these benefits:

- ❑ Automated funds control. Today's funds control is largely performed on paper and spreadsheet. "With BSM," Reba said, "Agency funding will be loaded directly into SAP once it's received from the Pentagon." Reprogramming of funds will be much easier, timelier and more tightly controlled.
- ❑ Valuing inventory using an historic valuation methodology. Federal accounting standards dictate the use of an historic methodology for valuing inventory, according to Reba. Instead of using today's unacceptable practice of valuing inventory at latest acquisition price, DLA will instead calculate inventory value at moving average cost, a generally acceptable way to value inventory.
- ❑ Better identification of cost drivers. "Today we don't have an accurate way of determining costs at a discrete level of detail," Reba said. "For example, items that are more difficult to procure take more time and effort, therefore driving human resource requirements. BSM, in conso-

nance with activity-based costing, will help us better identify those costs so we can price more accurately."

"BSM will also provide us with the tools to pass along premium service costs to the customers who require that service," Reba added. Right now, premium services, such as next-day air, are assessed to all customers as part of the standard sales price. Under BSM, the Agency will reduce the standard sales price by eliminating premium service charges. Customers requiring premium service will pay an additive charge.

Conversely, DLA will offer incentives to its customers so that they purchase items from the Agency more efficiently, according to Reba. "For example," she said, "during our collaboration process, and with better planning tools, we will identify specific buying patterns of our customers. If it turns out that they could buy less often in larger quantities, we may also offer them an 'incentive' or discount based on the savings we will incur by shipping items in fewer trucks or buying in larger quantities."

- ❑ More timely payments to vendors. Under the commercial practice of "evaluated receipt settlement," vendors will no longer have to submit invoices to receive payments. Rather, payments can be made with just the purchase order and the receipt documents.

Reba said this should enable faster payment to the vendor and better vendor relationships.

"The more profound change is the process-related improvements," Reba said. "Our financial management blueprint includes processes that will change both the way we support our customer and the way in which we manage our business. Business managers will be measured and held accountable to outcome-based performance measures, many of which have financial outcomes. This will be facilitated by better access to more timely and accurate financial information."

To tackle these issues and improve business decisions, DLA has formed an integrated customer team with members from all functional areas. Its goal, Reba said, is to function as one team to support both customers and vendors through BSM and other challenges in the new century. ♦

*"DLA will undergo a major cultural transformation. This transformation will change the way DLA and its customers think about finance."*

*-- Simone Reba*

# Corporate Board Approves New DLA Strategic Plan for 2002 - 2007

In February, the Defense Logistics Agency Corporate Board approved the DLA Strategic Plan for 2002-2007. The new plan includes strategies that define how DLA will transform to address the strategic and critical issues facing the Agency.

This update was developed by DLA's leadership to identify what must be done to help DLA support customers and partners. DLA Director Vice Adm. Keith W. Lippert approved the process for the plan update. The senior leaders in the Agency established the framework for the new plan during an executive offsite in November 2001, and headquarters and field staff shepherded the development of a specific set of business objectives.

Larry Juul, who works in the DLA Support Services Corporate Planning division, is the headquarters action officer for development of the plan. "I believe that this plan sets concrete and credible business objectives that will help focus Agency efforts," he said to the members of the Corporate Board.

The plan identifies what must be done to support our customers and partners, and consists of four goals, 13 strategies and 39 objectives. The four goals, which also represent the four perspectives in the DLA Balanced Scorecard, are:

- Goal 1: Provide responsive, best value supplies and services consistently to our customers.
- Goal 2: Structure internal processes to deliver customer outcomes effectively and efficiently.
- Goal 3: Ensure our work force is enabled and empowered to deliver and sustain logistics excellence.

- Goal 4: Manage DLA resources for best customer value.

In a memorandum to all DLA employees, Lippert stated, "For over 40 years, the Defense Logistics Agency has provided the Nation's warfighters with the logistics support needed to achieve success in their assigned mission, whether they were engaged in combat, peacekeeping, or

humanitarian assistance activities. DLA can be proud of this role and of our successes in performing it."

The Director encouraged all members of the DLA work force to become involved in the process of transforming DLA processes and procedures to ensure that they continue to provide best value logistics to America's Armed Forces. "The success of this effort depends on all



See Strategic page 8

of us,” his memorandum stated. “You should read this plan with a view to finding where you and your organization can contribute to meeting DLA’s goals. We will all make a difference through our contributions.”

The new Strategic Plan focuses on long-term outcomes, and is the first level of a four-level approach to planning, according to Juul. The Corporate Planning team, led by Ella Studer, is documenting the planning elements of the system in a new chapter for the DLA One Book. The DLA Balanced Scorecard is the second level, with an emphasis on identifying the strategies necessary to transform the Agency in the mid-term. The third level is the DLA Business Plan, highlighting the investments and actions necessary to execute our strategies and realize both our strategic objectives and the benefits of specific actions in the near term. The fourth level consists of operational review and analysis – frequent examination of operational results to provide the feedback necessary to adjust plans and objectives to meet customer requirements.

“We developed an Objectives Responsibility Table to delineate the process owners for all the objectives in the Strategic Plan,” Juul said. “The process owners determined the appropriate action offices for each objective, then identified the DLA senior official who has the ultimate responsibility for implementing each objective.” When objectives cross functional lines or pertain to headquarters and field activities functions, all of the involved process owners are identified for accountability.

The first and most important goal in the new Strategic Plan is: **Provide responsive, best value supplies and services consistently to our customers.** This goal reiterates the commitment of DLA’s work force to our customers. The three underlying strategies of this goal are: focus, manage and measure logistics support by customer segment based on

customer requirements; negotiate and honor performance agreements with customer segments; and ensure seamless logistics support to customer segments throughout the customer’s transition to and from peace and war.

“As a Combat Support Agency, the DLA mission is to provide logistics support to the warfighter. The strategies and objectives under this goal communicate how DLA will

*“The Strategic Plan is a valuable tool for our work force to use in making sure that we stay on track with our goals and objectives. The plan is a part of the transformation going on within our Agency.”*

*-- Richard Connelly*

improve customer service and the level of performance we have targeted to deliver,” Juul explained.

The objectives of Goal 1 pertain to such critical elements as improving customer satisfaction, reducing hardware backorders and improving requisition visibility. The objectives contain target percentages as well as timeframes, and each objective has a process owner.

The second goal of the Strategic Plan is: **Structure internal processes to deliver customer outcomes effectively and efficiently.** This internal process goal results in

strategies for improved market knowledge, customer and supplier accessibility, and collaboration. Supply chain management practices provide the set of tools to manage our internal processes. Our focus on the objectives for perfect order fulfillment, supplier management, and Information Technology (IT) investments’ performance provide the means of assessment.

The four strategies of Goal 2 are to: improve supply chain effectiveness; improve processes; leverage industry; and design and implement a best value enterprise IT environment. The objectives under this goal are assigned to Logistics Operations (J-3) and Information Operations (J-6) at DLA headquarters, and the Defense Energy Support Center and the Defense Distribution Center in the field.

DLA’s success depends on its human capital. The Strategic Plan’s third goal is: **Ensure our work force is enabled and empowered to deliver and sustain logistics excellence,** and focuses on the strategic management of our human resources. Our work force must be properly staffed, possess the right competencies, and use knowledge-based skills for DLA to successfully perform its mission. DLA must nurture and sustain a high-performing work force, ensuring that no skills gap exists in our mission-critical occupations. The three strategies for this goal are: deliver the proper knowledge and skills to meet DLA’s commitments to our customers; create and manage a customer-focused corporate culture; and provide a quality work environment consistent with DLA values. The process owners for the objectives are Human Resources (J-1) and Joint Reserve Force (J-9).

The fourth goal of the plan is: **Manage DLA resources for best customer value.** Focusing on the financial goal will sustain the strong financial discipline required to ensure effective financial planning and management in DLA. The



strategies and objectives associated with this goal allow DLA to provide best value to DLA customers. Better supply chain and activity cost information will result in better decisions.

The financial goal has three supporting strategies: resource DLA's operational strategies; minimize total supply chain costs; and promote confidence in DLA's financial stewardship. The process owners of the financial objectives are J-3, and Financial Operations (J-8). Key among the financial objectives is the reduction of the DLA cost recovery rate, based on DLA operating costs.

At the DLA Senior Leaders Conference at the end of February, senior leaders and staff members tackled the third level of the Agency's planning approach, which is development of a DLA Business Plan. The Business Plan is being designed to feed into the Strategic Plan with action items assigned to process owners, and personnel designated with accountability for progress.

"DLA leaders are committed to our mission of providing best value logistics support to America's Armed Forces," said Richard Connelly, Director of DLA Support Services. "The Strategic Plan is a valuable tool for our work force to use in making sure that we stay on track with our goals and objectives. The plan is a part of the transformation going on within our Agency."

The 2002-2007 DLA Strategic Plan addresses and supports the type of transformation activities described in the Quadrennial Defense Review and the collaborative initiatives sponsored by the Deputy Under Secretary of Defense (Logistics and Materiel Readiness).

The new strategic plan can be downloaded from the 2002 Strategic Plan link from the DLA Today and Tomorrow front page or from [http://www.dla.mil/public\\_info/strategic022102.pdf](http://www.dla.mil/public_info/strategic022102.pdf). A strategic plan brochure will also be distributed. ♦

## **DLA MISSION...**

**To provide best value logistics support to America's Armed Forces, in peace and war...around the clock, around the world.**

## **DLA VISION...**

**Right Item, Right Time, Right Place, Right Price.  
Every Time...Best Value Solutions For America's Warfighters.**

## **DLA VALUES...**

**People...care for our people, our community, and our environment – their safety and their diversity.**

**Service...focus on customer service.**

**Excellence...expectation of professionalism and quality, teamwork and recognition to teams and individuals based on contributions to achieving Agency objectives.**

**Innovation...investment in improvements for the future.**

**Trust...fostering relationships based on honesty, credibility, respect and fairness.**

## **DLA GOALS...**

**Goal 1: Provide responsive, best value supplies and services consistently to our customers.**

**Goal 2: Structure internal processes to deliver customer outcomes effectively and efficiently.**

**Goal 3: Ensure our work force is enabled and empowered to deliver and sustain logistics excellence.**

**Goal 4: Manage DLA resources for best customer value.**

# Ninth House Network Comes to DLA

By Paula S. Kluczynski  
DLA Training Center

After nearly 1,000 employees gathered on January 31 in auditoriums and before televisions across the country, Defense Logistics Agency Director Vice Adm. Keith W. Lippert officially kicked-off DLA deployment of the Ninth House Network. The live satellite broadcast, which was received by many DLA Field Activities, was a fitting way to introduce a new corporate e-learning tool.

Ninth House Network is an innovative learning initiative that constitutes an important extension of DLA's corporate learning strategy. It is a form of electronic learning, commonly called e-learning, that is web-based and uses CD ROMs. E-learning makes training more cost-effective, accessible and continuous. It is "just in time" learning no further than a "click" away.

Ninth House Network programs focus on business and leadership skills that are critical for personal excellence and organizational effectiveness. Information is presented by leading business thinkers such as Ken Blanchard, Tom Peters, Clifton Taulbert and Peter Senge. Programs focus on leadership and business skills that link directly with DLA's strategic goals and are necessary to help drive the changes needed for corporate success.

Besides being remarkably engaging and interactive, Ninth House programs are complemented with just-in-time tips from experts and allow learners to converse on-line with other Ninth House

learners in government, academia, industry, and corporations around the country. In addition, participants are able to test their knowledge and apply skills in a simulated business environment where the learners' choices determine the outcome of lifelike dramatizations.

DLA has purchased an initial 1,000 licenses to Ninth House Network. These licenses, or "subscriptions," will run for one year, extending to Jan. 31, 2003. The number of licenses distributed to each DLA

Field Activity is based upon the percentage of positions within the targeted rollout audience at that activity.

The learners identified for DLA's rollout of Ninth House include people selected by the Field Activities, predominately at grade GS-13 and above; current DLA Mid-Level Development Program candidates; Corporate Intern Program Class of 2000; and new supervisors. The initial rollout is centered primarily on employees



McNamara Headquarters Complex employees watch DLA Director Vice Adm. Keith Lippert's videotaped presentation on the Ninth House Program. (Photo by Thomas Wilkins)

co-located geographically with human resources and information technology support. This ensures maximum support of learners during the initial phase and allows immediate attention to any unexpected technical difficulties.

In video remarks taped by Lippert, the DLA director congratulated learners on their selection and remarked that he is counting on them to make the most of this opportunity. "I truly believe that your participation and success in this effort will have a direct impact on this Agency's ability to deliver and sustain world-class performance," Lippert said.

Lippert noted, "You may wonder why we are offer-

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ing leadership training, why it's computer-based, and why Ninth House." He explained that effective leadership is critical to any organization and he wants DLA leaders to be prepared for that role.

He further stated, "We also want people who aspire to leadership positions to have opportunities to develop leadership skills before they are selected for those positions." Lippert acknowledged that DLA could not afford to expand the Agency's leadership development programs to such a wide audience without using computer-based learning.

According to Lippert, Ninth House Network was selected as the vehicle to deliver this training because of the superb quality of the product and its focus on six strategic core competencies – leadership, management, business essentials, communication, team building, and project management.

"Building success in these critical areas is an important foundation to help ensure that our work force is enabled and empowered to deliver and sustain logistics excellence," Lippert said.

Currently there are 10 separate learning programs in the Ninth House Network, organized into the categories of leadership, business essentials, project management, communication, management and team building. Programs range in length from 30 minutes to more than six hours.

Through Ninth House e-learning, students can complete programs in segments and intervals over a one-year period. With a little planning and a lot of commitment, program officials expect that participants should be able to work through all the Ninth House Network learning opportunities during the life of their licenses.

Two Ninth House programs are identified as corporate core programs, meaning that all DLA learners are encouraged to complete these programs first. These offerings were selected as core courses because

they are particularly relevant to the Business Systems Modernization initiative. The two core programs are: "Forging Breakthroughs," with host Peter Senge; and "Reframing Change," with host William Bridges. Two additional programs related to change, and hosted by Bridges, will be added to the DLA core as Ninth House releases the programs.

Lippert encouraged DLA learners to begin exploring the Network as soon as possible. He emphasized the need for participants to work with their supervisors to balance both e-learning and job requirements. "To be successful, e-learning will require all of us to

reframe our attitudes about training so that continuous learning becomes a priority much like any other job requirement," Lippert stated.

Lippert recommended that learners schedule time on their calendars and plan ahead so that they can set aside the right amount of time to complete program modules. He noted, "This initiative is very important to me and I am aware of the need to provide on-site time and support." The DLA director also expressed his expectation that learners will integrate what they learn into the day-to-day business activities of the Agency.

Participation in the initial Ninth House Network rollout will be actively assessed through the next year, particularly during the next five months. Use rates and program completions will be reviewed to determine the potential for further Agency implementation of the Ninth House Network. In addition, DLA is continuing efforts to ensure Ninth House is accessible to all DLA employees. The HR, EEO and Information

Technology communities are

working together to provide assistance for sight and hearing impaired learners.

Following the satellite broadcasts, local kickoffs began at DLA Field Activities, where learners received further orientation on the Ninth House Network from their servicing workforce development offices. ♦

*"We also want people who aspire to leadership positions to have opportunities to develop leadership skills before they are selected for those positions."*

*-- Vice Adm.  
Keith W. Lippert*

# DDC Directors and Key Staff Attend Ninth House Network Kick-Off

By Stacy Umstead  
DDC Command Affairs

At 10:00, Thursday January 31, 2002, the directors and key staff of the Defense Distribution Center were "huddled" for the big "Kick-Off". No, it wasn't to watch the Patriots vs. Rams in Super Bowl XXXVI, it was the Ninth House Network Kick-Off.

Ninth House Network is a personalized interactive e-learning program that uses video-based parables, episodes, puzzles, role-playing and quizzes to teach and reinforce key business skills. It focuses on six strategic core competencies: leadership, management, business essentials, communication, team building, and project management. Dynamic speakers such as Ken Blanchard, Tom Peters, Lorraine Segil and Clifton Taulbert contribute their knowledge and expertise to the presentations.

DLA Director Vice Adm. Keith W. Lippert, provided a video-taped introduction to the Ninth House presentation. "You may wonder why we are offering leadership training, why it's computer-based, and why Ninth House," he said. "Effective leadership is critical to any organization. We want DLA leaders to be prepared for that role. We also want people who aspire to leadership positions to have opportunities to develop leadership skills before they are selected for those positions. DLA could not afford to expand our leadership development programs to such a wide audience without using computer-based learning."

DDC management reaction has been positive.

"I'm looking forward to beginning the Ninth House Network program. This looks like a great opportunity to gain knowledge on new management ideas and strategies that industry is currently using and incorporate those ideas into our programs. Learning is something we are never finished with and the

technology offered through this series allows for extensive and on-going learning opportunities," said Denise Kurtz in Logistics Operations.

"Prior to the kickoff, I was a little skeptical," said Thom Bettinger in the Business Systems Modernization Office. "I know e-learning is the way of the future, but I've been disappointed in previous computer-based training experiences. However, after seeing the demo, the first thing I did was thank my office chief for including me. I'm really looking forward to starting it, and in



addition to being worthwhile; I think it will be enjoyable as well. The demo and briefing did a lot to quell any concerns about trying to fit more into the pretty full schedules most of us already have. The flexibility of being able to use a laptop or to even learn from at home is great!"

"This investment in our leadership skills is a groundbreaking step for DLA," said Susan Earle in Logistics Operations. "I have participated in the e-learning environment through Penn State University and am excited about the added enhancements that this program offers. It is truly the way of the future and I am proud to be a part of it."

Michael Yost of the BSM Office said, "My first reaction when I heard about Ninth House was "here we go again, a

top down driven training program." After participating in the introduction today, I was so excited I stayed late to log into Ninth House. I believe the Ninth House approach will be a valuable training tool."

"If I have to list one single thing that most impressed me regarding this Ninth House Network venture, I would have to laud the Jan.31 kick-off session that DLA HQ orchestrated via a blend of satellite, video teleconferencing, and closed circuit television technologies," said Kim McDonald of the DDC

Training Office. "I was extremely impressed with the quality and the professional appearance and delivery of the kick-off satellite broadcast. DLA headquarters did an incredible job putting together this video production. By producing a single event sponsored by DLA headquarters and including all of the field activities, we were able to share the importance of the Ninth House product with our audience and we were able to effectively demonstrate the merits of the Ninth House Network. Ninth House Network

did an outstanding job demonstrating their product and they infused excitement into the hearts of the learners--several of whom immediately logged onto the system upon return to their offices. We also had an opportunity to showcase the tremendous strides we have made into Distance Learning. This was the first satellite experience for many of these managers and I'm grateful that their experience was a positive one. The amount of technology DLA headquarters has available is enviable and I can only hope that they continue to use this technology for future events--we can't wait to see what's next!"

Although the Super Bowl only declares one winner, Defense Distribution Center managers feel that the Ninth House program will be a win for all! ♦

# DLA Climate Survey Is Complete Action-Oriented Responses Planned

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

**D**LA employees expressed a high rate of satisfaction with their co-workers, supervisors, and overall organizational commitment. Diversity awareness and organizational promotion of the concept also received high marks. That's the good news from the 2001-2002 DLA Climate Survey. With a 46 percent response rate, the survey, which was Internet and paper-based, is considered to be a reliable indicator of several key areas.

Dr. Steven Patrick, portfolio manager of the Organizational Development Team in Human Resources, J-1, isn't one to "sugar-coat" data, however. And he is quick to point out some of the more sobering results of the survey; "One of the lowest scores we had was in the area of trust, both among co-workers, and of senior leadership." In addition, "Employees at all levels feel their skills could be better utilized," said Patrick.

The Climate Survey, previously called the Diversity Survey, is a measurement tool for assessing several metrics related to the Balanced Scorecard, the Diversity Initiative, overall employee morale and job satisfaction. The survey uses a five-point scale, with 3.0 being a midpoint. "For most surveys of this type, 3.4 to 3.5 and above means you're doing well, below a 3.0, you certainly need improvement," explained Patrick.

The organizational development team is ahead of the curve, as they've been conducting focus groups over the last two-and-a-half years to come up with recommendations to address issues that came out of the 1998 Diversity Survey. Some suggestions to improve performance, communication and morale, none of which have been finalized, include:

- 1) Encouraging managers to regularly use a "walk-through" to talk with employees
- 2) Evaluate supervisors based on their promotion of employee skill utilization
- 3) Encourage professional association memberships
- 4) Use multi-source feedback (360 degree appraisals) for assessing performance
- 5) Hold regular "brown bag" lunches and town hall meetings.

But these are all suggestions. The "action" managers, and the actions they will take, were discussed at the DLA Senior Leadership Conference held at the end of February. DLA Director Vice Adm. Keith W. Lippert, will expect that the action managers will report results to him on a regular basis, and communicate those results to the workplace, according to Patrick.

"It's critical that we address the needs expressed in the survey," said Patrick. It is critical in part because of the projections of a consulting company (confirmed by the survey) that 25 percent of the 43 percent of DLA employees eligible to retire in the next two to five years will retire.

DLA can handle that attrition rate. But, extrapolated results from the survey show that an additional 2,500 employees aren't sure if they will retire, and 3,400 may leave DLA for a new job. Those numbers could make for many empty cubicles throughout DLA. "We need to ensure that people have reasons to stay – not to leave," stressed Patrick.

Since improved communication is one of the areas pinpointed by the survey, "Field activities to J-levels are being encouraged to get feedback from the survey out to employees," said Patrick.

The survey results will continue to be analyzed and utilized. "It's somewhat like census data – we'll be gleaning insights and information for weeks and months to come."

Meanwhile, Lippert has indicated he wants surveys conducted on a regular basis. Discussion has centered on having one every 12-18 months, according to Patrick.

So, as Patrick works to extract more information from the current survey, he is also designing an even better and more comprehensive survey for the next time--he knows his action plan. ♦

*But, extrapolated results from the survey show that an additional 2,500 employees aren't sure if they will retire, and 3,400 may leave DLA for a new job. Those numbers could make for many empty cubicles throughout DLA. "We need to ensure that people have reasons to stay – not to leave," stressed Patrick.*

# Director Holds Forum on Climate Survey

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

**M**y intent is to take DLA to world-class ratings, instead of just average," said DLA Director Vice Adm. Keith W. Lippert, at a special open forum at DLA headquarters on March 27.

He held the forum to have a frank discussion regarding the results of the 2001-2002 DLA Climate Survey. He recalled that when he first came to DLA, "I was pleased to see that we'd done surveys, but I was disappointed to see what we'd done about them."

This admiral intends to respond to the results, which he found disappointing. He explained that a "4" rating or better indicates a world-class organization, and there wasn't a single area in which DLA received a four.

He cautioned, "I don't want anyone to sit back and say management is going to do this – everyone needs to be involved to improve the process."

Part of the time at the DLA Senior Leadership Conference held in February was devoted to develop action plans to address areas of concern expressed on the survey, according to Jeff Neal, human resources (J-1) director.

The conference resulted in the identification of 18 action items that will tie in with the DLA Business and Strategic Plans. But Lippert made it clear that he expects each DLA headquarters element, or J-code, and each field activity to hold open forums regarding the climate survey and that

he wants senior leadership to solicit feedback.

"The system isn't broken, but we can do a lot better," Lippert said. He then went on to highlight the six areas of the most concern to senior leadership.

The first was trust in senior management, which got a 2.67 overall rating. "This bothered me the most," he said. "It doesn't mean that you agree with every decision, but that you trust the process."

The second was communication,



DLA Director Vice Adm. Keith Lippert addresses work force on results of the 2001-2002 DLA Climate Survey. (Photo by Thomas Wilkins)

where the average score ranged from 3.05 to 3.17. The admiral expressed his surprise that DLA employees apparently feel they get more information informally than formally. He pointed out that all J-codes or field activities have regular open forums or the equivalent. "And DLA Today and Tomorrow is a wonderful source of information," the DLA director said. Lippert also said he hasn't been in any organization where he's seen a good number in the area of communication. Still, one of the plans to improve in this area would involve

rumor-mill management.

The third area of concern was recognition, awards and training.

"Usually you're selected as a manager based on your technical expertise," Lippert said. "We want to develop a training program to improve personnel management skills."

First-time supervisors are subject to a one-year probationary period. If their work is deemed unsatisfactory, new supervisors may be reassigned or demoted out of their supervisory positions and placed in non-supervisory positions.

The next area of concern was skill utilization and employee development. DLA has hired a consultant who will be assisting in this area and will be conducting a 360 degree feedback on senior management.

Performance appraisals were another area of concern. "Regardless of what the performance appraisal system is, there's unhappiness," Lippert said.

Employee turnover rounded out the areas of concern. The average was 2.4, with 1 indicating little

likelihood of leaving DLA and 5 indicating strong likelihood of leaving DLA. Those results confirmed that, of the 43 percent of civilian employees eligible for retirement, 25 percent indicate that they will retire from DLA in the next two to five years.

To support his goal to have DLA regarded as a world-class organization by its employees, this admiral said he will lead by example. "So," he said, "don't be surprised if you see a three-star admiral walking around your section asking, 'What can we do to do better?'" ♦

# Federal Center Provides Bomb Squad Equipment to Battle Creek

By Kathy Hausknecht  
Defense Reutilization and Marketing  
Service, Public Affairs

**T**he city and the Federal Center have a long history of partnering together to support the community. This is just another example," said Battle Creek Mayor Brian Kirkham during a ceremony marking the transfer of bomb squad equipment at the Battle Creek Federal Center in Michigan in January.

The Defense Logistics Information Service turned over five pieces of explosive ordnance disposal (EOD) equipment valued at approximately \$88,000 to the city of Battle Creek under a special loan agreement. The exchange was the culmination of two years of coordination between the city and the Federal Center.

The Battle Creek Police Department (BCPD) will be responsible for all costs of maintenance, storage, use and training related to the equipment. The five pieces of equipment are an X-ray system; a transport trailer; two bomb suits; and a disrupter unit (a tripod-mounted, remote-controlled shotgun used to destroy or disrupt a suspicious package or device).

Before the exchange, the BCPD called on the Michigan State Police bomb squad in Lansing to respond to threats, which caused obvious delays in response times to the Battle Creek area. Under this community partnership agreement, the BCPD will use the equipment to respond to any bomb threats occurring anywhere in Calhoun County, including the city and Battle Creek Federal Center, thereby benefiting the

entire region.

Federal Center Emergency Services Officer Scott Sullivan said, "We supply the equipment, and they supply the expertise. It eliminates the long lag time and provides the city, as well the Federal Center, with faster service."

"We are now in a position to respond more timely," said acting BCPD Chief Mike Olson. "We also anticipate we're going to have the best team possible."

Two officers and a sergeant from the BCPD and a deputy from the Calhoun County Sheriff's Office volunteered to work on the squad and will receive training from the bomb squad unit in Kalamazoo. The

Kalamazoo unit also assisted in the selection of officers for the Battle Creek team.

The exchange ceremony included Federal Center and City of Battle Creek officials: DLIS Commander Marine Col. Philip Yff; DLIS Deputy Commander Richard Maison; DLIS Director of Planning and Resource Management Frank Walker; Defense Reutilization and Marketing Service (DRMS) Command Security Officer Doug Henry; Federal Center Emergency Services Officer Scott Sullivan; City Manager George Strand; Mayor Brian Kirkham; Acting BCPD Chief Mike Olson; and City Emergency Services Director Jim Zoss. ♦



Representatives from both the City of Battle Creek and the Federal Center sign an agreement regarding the explosive ordnance disposal equipment. The Federal Center is lending the equipment to the city, which it will use it to respond to bomb threats within Calhoun County. From left to right are DLIS Commander Marine Col. Philip Yff; DLIS Director of Planning and Resource Management Frank Walker; Acting BCPD Chief Mike Olson; Mayor Brian Kirkham and City Manager George Strand. (Photo by Jace Armstrong)

# Providing Support for Operation Enduring Freedom

By Joe Murphy, Defense Reutilization and Marketing Service International, Public Affairs and Chris Meyer, Defense Reutilization and Marketing Service International, Contingency Support

"It all started with an e-mail from the headquarters at the Defense Logistics Agency," said Chris Meyer, a member of the Defense Reutilization and Marketing Service International Europe contingency support staff.

Prospective members of the DLA Contingency Support Team (DCST) were to gather at Fort Belvoir, Va., to begin the process required to deploy as part of Operation Enduring Freedom.

"We were briefed on a number of topics, including potential deployment dates and locations," Meyer said. "We went to the medical clinic, got shots, and to the dentist, just in case. We also made a trip to the uniform shop, since we'd be wearing Desert Camo Uniforms when deployed."

When he returned to DRMS-I Europe in Wiesbaden, Germany, he believed that he would not be deploying for some time. "Little did I know that three weeks later I'd be out the door!" declared Meyer.

He is currently deployed with the DCST to Operation Enduring Freedom, the military aspect of America's war on terrorism. DLA civilians deploy to contingency operations worldwide in a support role, based on professional experience.

Meyer reached his deployment site via military aircraft.

"We drew a C-17 aircraft for that final part of the trip," declared Meyer. "I sat in a jump seat at the back of the plane. We had ordered box lunches, and that made the trip a little easier. The aircraft doesn't have any windows. It seemed like you weren't really flying if no turbulence was present."

He said it was dark when the plane landed. "We had no concept of exactly where we were, or what the surrounding terrain was like. Our flashlights didn't seem to penetrate the darkness very well, so we were guided along the flight line to a group of tents."

Meyer and others on the flight sat before one of the tents

and waited for a pallet of baggage to arrive. "We were briefed on camp rules, filled out a postal address card, watched a little CNN," he said. "Then those of us from DLA met up with other members of the DCST."

It was a long walk to his tent and he and other new members of the DCST had a number of duffle bags. "We very much appreciated the fact that we had other members of the DCST to assist with what is known as the 'bag-drag,'" Meyer said. "It was cold outside. The ground was muddy, rocky and rough, full of potholes, and one of my bag's strap broke."

He awoke the next day and began to explore the camp. "The area around the camp is mostly farmland," Meyer said. "It's flat with a distant mountain range you only can see on a clear day."

He said the camp where he is deployed was still being built. "That first morning, I saw some local nationals pouring concrete pads where other tents would be set up. For a time, there was an unending line of dump trucks at the front gate with loads of gravel being brought in to cover the dense, wet, sloppy, clay soil," Meyer said.

Life can be challenging at his deployment site, but Meyer and his DLA companions quickly adapted to the lifestyle.

"For instance, doing laundry can be a challenge. The lines running to the washers are often clogged. At the start of every cycle, we have to use a garden hose to fill the washer with water," he said.

Purchasing routine personal hygiene supplies is hardly routine.

"I made the mistake of leaving my shampoo in one of the showers more than two weeks ago. A shipment of new toiletries hasn't come in yet," he declared. "But it really doesn't matter much. My hair is now cut really short, since we wear hats around all day. No expensive cut either! A barber hasn't been hired for the camp yet, so we all cut one another's hair."

According to Meyer, timing is everything when it comes to taking care of basics. "When everyone is in the chow line, then there's room in the showers. Late night is the best time for laundry. Internet use is best in the morning or late



It's life in a tent for Chris Meyer of DRMS-I Europe, during his deployment to Operation Enduring Freedom.



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evening. Jogging is best before it rains," he noted.

Whenever possible, living conditions are bettered. "We have a tent, which holds exercise equipment and an adjoining tent with mats for aerobic exercises. We also have tents where you can play ping pong, or eat popcorn and watch TV," he said. "We even have a miniature movie theater."

Meyer is proud of what he is doing. "It's certainly not just another day at the office! The experience of deploying

as a civilian provides a clear insight into the complexity of our military's mission. We members of the DLA team are proud to do our part. Whatever it takes," he declared.

Meyer hopes that the end result of Operation Enduring Freedom will have a positive impact upon a war-torn area. "Perhaps at the end of this conflict, people in this region will be able to learn the meaning of what we Americans enjoy daily, but sometimes take for granted, freedom." ♦

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# DoD Regains Exclusive Screening for Excess Property

By Jim Katzaman  
DLA Public Affairs

**D**epartment of Defense property managers once again have exclusive first looks at excess military items. DoD internal screening of excess property has been reimplemented in conjunction with General Services Administration's XcessXpress compressed screening initiative that began on April 22.

For up to 21 days in the disposition cycle, the DoD property managers can lay first claim to goods still in Defense Reutilization and Marketing Service possession. After that, they will compete with other federal and state agencies for property turned over to the General Services Administration for disposition.

Typically, as DoD organizations turn in excess property, Defense Reutilization and Marketing Offices add the items to an inventory of excess DoD property. Under the current screening time frames, property managers from DoD and other federal agencies screen the property, often via the Internet, to see what goods are available and request them for their own use. This concurrent screening will change as the Defense Logistics Agency and DRMS work with GSA to begin DoD internal screening along with GSA XcessXpress.

The good news for DoD property managers is that, with these changes, the managers will once more have an exclusive window of opportunity

where they can claim items first-come, first-served, according to a representative of DLA's Disposition Management Office.

However, the representative said, DoD's exclusive screening ends after a 21-day cycle (seven days for accumulation and 14 days for formal screening). GSA then takes control of items. During XcessXpress federal property will generally be transferred on a first-come first-served basis. Donation of property will be allocated based on need and other factors.

Along with DoD, the 12 special screening programs identified in the Defense Materiel Disposition Manual (i.e., Civil Air Patrol, law-enforcement agencies, academic institutions, National Guard units and the DoD Humanitarian Assistance Program) will also join in the exclusive internal screening period. All DoD and special program representatives will be able to inspect excess property in person or on line as the items are accumulated for seven days and during the 14 days they are held for formal DoD screening.

Unclaimed property will then be transferred to GSA under the XcessXpress initiative. Although the property will be under GSA control, DoD activities can still screen and requisition property by accessing the GSA FEDS electronic system to screen and freeze DoD and federal agency excess property. This means DoD property managers could also claim items declared excess by other federal agencies.

The representative said GSA would honor DoD Priority 1-3 emergency requisitions and not-mission-capable-supply requests submitted to DRMS during XcessXpress screening. They can be processed by DRMS without prior GSA approval. Benefits for DoD with the new internal screening and GSA XcessXpress initiative process include: exclusive screening and requisitioning period during seven days of property accumulation and 14 days of formal screening; the opportunity to recoup excess DoD property without competing with all federal agencies for DoD-procured equipment and property; more efficient management of property; speedier removal of property received-in-place at the generator's site; and screening in GSA's FEDS will allow DoD activities to screen and freeze federal-generated excess property.

DoD activities may immediately request a "freeze access" account in GSA FEDS. The DoD activity's accountable property officer should send an email to [fedsaccess@gsa.gov](mailto:fedsaccess@gsa.gov) stating the request for access and provide individuals' name(s), address, phone number, email address and DoD activity address code.

"Screen Only" generic access codes have been established for DoD activities and are available for each military service through the services' property disposal representative on the Defense Disposal Policy Working Group. ♦

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# Identity Theft: Somebody's Got Your Number!

By Kristin Guss  
DLA Public Affairs

**W**ho steals my purse steals trash...but he that filches from me my good name, robs me of that which not enriches him, and makes me poor indeed.

So wrote Shakespeare several centuries ago. Little did he know that in the electronic age his words would take on a sinister new meaning. Nowadays many thieves are out to steal not your purse but your identity. The theft does enrich the successful thief and can leave you quite a bit poorer.

The theft of a person's identity – name, address, Social Security Number – is a growing problem in the United States. According to the Federal Trade Commission, identity theft was the leading consumer fraud complaint last year. Experts estimate that such crimes cost citizens and commercial businesses millions of dollars each year through credit card fraud and other criminal activity.

Just what do these identity thieves do?

- ❑ They can open a new credit card account, using your name, date of birth and Social Security Number. When they use the credit card and don't pay the bills, the delinquent account is noted on your credit report.
- ❑ They can call your credit card issuer and, pretending to be you, change the mailing address on your credit card account. Then the imposter runs up charges on your account. Because your bills are being sent to the new address, you may not immediately realize what's happening.
- ❑ They can establish cellular phone service in your name.
- ❑ They can open a bank account in your name and write bad checks on that account.

In many cases, criminals can commit crimes against you with a minimum of information. For example, if someone wants to break into your bank account and electronically transfer money from your account to theirs, the three bits of information they need are your account number, your Social Security Number and your mother's maiden name.

Thieves can obtain your bank account number in a variety of ways. If you've ever written someone a check, for example, that person has your account number. Criminals can also get your account numbers by looking over your shoulder as you use an ATM machine, by stealing your mail or by rifling through discarded mail in trash receptacles.

Your mother's maiden name is a bit more difficult, but not impossible, to acquire. Such information is available in some states through open birth and death records. If you've applied for a government credit card, which is handled by the banking community under federal contract, the application requires your mother's maiden name. Although federal contracts are required to have privacy clauses restricting the use of personal data acquired by a government contractor, many times those clauses are omitted.

The easy access to Social Security Numbers is another problem. Social Security Numbers are available in multiple types of state records open to the public. State governments and commercial entities now request individuals to provide their Social Security Numbers for a variety of purposes. This information, often carelessly protected, allows unauthorized persons to build data files on you and undermine your personal privacy. Indiscriminate dissemina-

tion of your Social Security Number puts you at risk.

As pervasive as identity theft is, it can be prevented. By taking these routine precautions, you can avoid falling prey to identity theft.

- ❑ Promptly remove incoming mail from your mailbox. Don't leave outgoing mail in unsecured mail receptacles.
- ❑ Shred pre-approved credit card applications, credit card receipts, bills and other financial information you don't want. Never leave receipts at bank machines, bank windows, trash receptacles or unattended gasoline pumps.
- ❑ Memorize your Social Security Number and your bank account passwords. Don't write them down.
- ❑ Know when your credit card statements are due and contact the sender if you do not receive them on time. Save all credit card receipts and match them against your monthly bills.
- ❑ If you've applied for a new credit card and it hasn't arrived within a reasonable time, call the bank or credit card company involved. Sign all new credit cards as soon as you get them.
- ❑ Never put account numbers or Social Security Numbers on post cards or on the outside of an envelope.
- ❑ Notify credit card companies and financial institutions in advance of any change of address or phone number.

Always be very careful about giving personal information to anyone. Never provide your credit card account numbers or Social Security Number over the telephone unless you initiated the call. And remember that no federal, state or local agency

may collect your Social Security Number without telling you what uses will be made of it, what the authority is for collecting it and whether disclosure is mandatory or voluntary. In many, but not all, cases, you have the right to refuse to supply it.

What should you do if you are the victim of identity theft? Here are some important steps to take--

- ❑ Report all lost or stolen credit cards immediately. Contact all creditors, by phone and in writing, to inform them of the problem.
- ❑ Call your nearest Postal Inspection Service office and your local police.
- ❑ Contact the Federal Trade Commission to report the problem at 1-877-FTC-HELP.
- ❑ Call each of the three credit bureaus' fraud units to report identity theft. Ask to have a "FraudAlert/Victim Impact" statement placed in your credit file asking that creditors call you before opening any new accounts.
- ❑ Alert your bank to flag your accounts and to contact you to confirm unusual activity.
- ❑ Contact the Social Security Administration's Fraud Hotline at 1-800-269-0271.

In an age of increased technology, theft is becoming more sophisticated. A few key pieces of information are all a potential thief needs to ruin your credit. Be careful to guard your personal information from unauthorized access and report suspected fraud right away. Don't let anyone steal your good name.

For more information on identity theft, go to the Federal Trade Commission's web site at [www.consumer.gov/idtheft/](http://www.consumer.gov/idtheft/) ♦

## DAPS Sacramento Produces "Let's Roll" Nose Art for Aircraft

The Document Automation & Production Service center at Sacramento, Calif., is producing special "nose art" decals for Air Force aircraft. The special decals depict the "Let's Roll" theme derived from United Airline's passenger Todd Beamer's famous phrase when he helped foil hijackers on Sept. 11, 2001.

The Air Force has authorized the use of the DAPS-produced decals on select aircraft to honor America's spirit, dedication and resolve following the attacks on the World Trade Center and the Pentagon. The decals are on the noses of the Thunderbirds aircraft of the Air Force demonstration team as well as one aircraft designated by the wing commanders of each Air Force wing worldwide.

The nose art will remain on the select aircraft until the first anniversary of the attacks, Sept. 11, 2002. The decals will remain on the Thunderbirds through November 2002 to allow them to complete their yearly flight demon-



stration schedule.

The Air Force units authorized to display the special decal are ordering them from the DAPS center at Sacramento, which produces

the full-color item. The DAPS Sacramento center is well known for its unique capabilities to produce such decals for the U.S. military. ♦

# DDC Material Processing Centers Improve Service to Customers

By Polly Charbonneau  
Defense Distribution Center  
Command Affairs

The Defense Distribution Center recently partnered with the Navy to provide another innovation in customer service, Material Processing Centers. MPCs provide specialized material handling services for local delivery to Navy ships. In current form, the MPC is specially designed to meet Navy customer requirements for specialized material delivery.

MPC will be implemented at DDC distribution centers in Norfolk, Va. (DDNV); San Diego, Calif. (DDDC); Puget Sound, Wash. (DDPW); Pearl Harbor, Hawaii (DDPH); Yokosuka, Japan (DDYJ); and Jacksonville, Fla. (DDJF) - all of the distribution centers that have numerous Navy customers.

In 2001, MPCs were implemented at DDNV, DDDC, DDPW, and DDPH with great success and highly positive customer response. Eighteen ships have been added to the system at DDNV, eight at DDDC, and four at DDPW and the system is improving every day. DDYJ and DDJF implemented their MPC early in 2002.

"Customers are enthusiastic about MPC," said Capt. James Hagarty, SC, USN, Commander of DDNV. "Our working relationship with the Navy Norfolk's Fleet Industrial Supply Center (FISC) has been extremely positive and is yielding great results. DDNV is continuing to refine our processes and always looking for opportunities to improve customer support."

"The Navy is in the process of moving work from ships to shore to facilitate downsizing of ship's crews. That initiative, for Supply, is part of the Navy Supply Command's future vision for the Afloat Supply Department of the Future or ASDOF," Hagarty said. "Eventually more than 50 surface ships will benefit from MPC." Aircraft carriers and submarines already have special

handling of their supplies in Norfolk, similar to the MPC, but not handled by DDNV, Hagarty said.

DDNV's customers "are enthusiastic about the MPC concept and the potential to improve logistic support to the afloat customer base, while facilitating crew reductions and associated freeing up of resources that can be re-directed to operations and readiness accounts," Hagarty added.

In the traditional Navy supply system, material was delivered to the ship, then taken aboard to be de-bulked, broken down, and sorted for storage or issue to work centers on the ship. The MPC will perform much of this effort before material is moved to the ship, saving ships' crews additional time and effort by not having to perform these functions on the ships.

The Department of Defense has been downsizing military personnel and the Navy has been affected like all the services. The Navy has the ability to operate the more modernized ships with fewer sailors, but traditional supply delivery was labor intensive. Having a distribution center do this type of work before it gets to the ship, means the ship can use its sailors for other jobs or reduce the number of sailors required aboard ships.

"The response to MPC has been tremendous. Supply Officers are lauding the efforts of our MPC personnel," said Capt. Kathleen Dussault, SC, USN, Commander of DDDC. "Having material sorted according to the desires of the respective ships has had a significant impact on crew workload."

According to the Supply Officer, USS LAKE CHAMPLAIN, Lt. Mark Escoe, USN, receiving material already sorted according to predetermined sort criteria has enabled him to channel the work of his team in other directions. Escoe said that MPC "has saved us countless work-hours by sorting our material before it arrives at the pier and



Capt. Kathleen Dussault, SC, USN, DDDC Commander (left), and Mrs. Phyllis C. Campbell, DDC Deputy Commander (right), discuss MPC implementation at DDDC. (Photo by Jackie Noble)

have provided excellent customer service when we have interfaced directly with the MPC team."

"Ship Supply Officers are very enthusiastic about providing input to establishing and improving MPC," Dussault said. "They appreciate the opportunity to determine how their material is sorted and delivered."

"One of the most appealing aspects of MPC is the fact that we routinely solicit ship input from the ship and allow the ship to determine sort and delivery requirements," said Dussault. "This allows the Supply Officer more autonomy and flexibility to determine workload requirements and to allocate resources accordingly."

"We have received very positive feedback from our customers," said Cmdr. Nicholas Mato, SC, USN, Commander of DDPW. "They feel it saves them many hours of work." An example is a comment from a Puget Sound-area Chief Petty Officer who said, "Before MPC a relatively large onload would have the crew working into the evening, however, the most recent event allowed the ship's company to complete its onload by 1600."

Fleet and Industrial Supply Center, Pearl Harbor (FISCPH) and DDPH officially sealed their partnership and opened the Pearl Harbor MPC with a ribbon cutting ceremony on November 29, 2001.

DDPH is working with the FISCPH Logistics Support Representatives (LSRs) to refine MPC operations as needed to ensure both homeported and transient ships receive the optimum levels of support.

The MPC deliveries will be tailored to meet the customer's requirements. DDC will be improving materiel receipt for the customer. MPC will substantially improve Navy logistics response time and improve pipeline asset visibility by

giving the ship the ability to determine the status of shipments.

DDC's Distribution Standard System (DSS) and the Navy's Logistics' Customer Asset Visibility (LCAV) system will be used to process material. DDC continues to improve DSS operational technologies and systems automation already in place to facilitate innovative initiatives like the MPC.

For incoming and outgoing material, there will be improved

cross-docking functions to consolidate incoming shipments, enhanced sorting, manifest delivery and material delivery to customers. Material received will be readily traceable throughout the process from receipt to ultimate delivery aboard ship.

DDC is committed to providing the Navy and all our customers with customized support for material delivery to enhance our level of service and improve warfighting readiness. ♦

## DDC is Bullish on Stock Positioning

By Polly Charbonneau  
Defense Distribution Center  
Command Affairs

**H**ow much Microsoft do you have? How much Cisco are you going to buy?

For people outside a distribution center, stock positioning is all about which companies you own shares of and how much those shares are worth. This can be hotly debated among friends and co-workers.

The stock positioning discussed in distribution centers can cause equally intense debates, but it involves issues different from the stock market.

The stocks Defense Distribution Center is concerned about are the critical items provided by DLA to support the military. Some of the stock positioning questions facing DDC and our component distribution centers include:

Where is the stock now? Where will it be used most often? What is the most efficient way to get the stock from the manufacturer to the user?

DDC is developing the architecture to achieve a global vision. DDC's stock positioning will streamline distribution and reduce customer wait time; lessen the financial burden on the services - by reducing their retail inventory and their costs; reduce stress on the Strategic Airlift during contingency operations; and allow the savings created from streamlined distribution to be used to add more breadth of inventory and contingency stocks. The ultimate goal is to improve overall readiness.

To begin this process DDC must position the right stock at the right distribution centers. This is already underway at the two DDC Strategic Distribution Platforms (SDP), Defense Distribution Depot San Joaquin, Calif., (DDJC) and Defense Distribution Depot Susquehanna, Pa., (DDSP). DDC is also improving the positioning of stock in Europe and the Pacific by redistributing highly demanded items to

the two Theater Distribution Platforms (TDP) located at the Defense Distribution Depot Europe (DDDE), Germersheim, Germany and the Defense Distribution Depot Yokosuka, Japan (DDYJ).

Another important piece of the stock positioning puzzle is the collocated centers. Items at collocated centers that are not used locally can result in unnecessary out-of-region shipments. DDC is redistributing that stock to the best location, one of the strategic distribution platforms for worldwide redistribution, or at another collocated center that is the primary user of the item.

Collocated centers will provide tailored support to collocated local customers. Ultimately, collocated centers will have a wide breadth of stock with the appropriate depth of inventory, which is replenished from strategic distribution platforms and vendors routinely.

DDC is also working with DLA supply centers to have new procurement directed to the most appropriate strategic distribution platform or collocated center when it is delivered from the manufacturer. This saves unnecessary transportation, handling, and time, which all add up to saving money.

DDC is studying many aspects of stock positioning and one of the first things learned is that as much as a third of our fastest moving stock is in the wrong place.

That means a substantial portion of our stock is being unnecessarily shipped, wasting time and money every day.

Prudent stock positioning is part of DDC's global distribution architecture. To speed implementation of global plan, DDC is getting the stock in the right place, moving out-of-position stock, and having new material delivered to right locations at the time of purchase.

Ultimately, stock positioning will allow DDC to be more responsive to the many needs of our customers which will save time, money, and labor, and in turn will lead to improved overall readiness. ♦



Martha McIntyre, Chuck Palmer, Ron Marichak, Tony DeVito, and Keith Stahl, members of the DDC Stock Positioning Team, discuss current statistics. (Photo by Polly Charbonneau)

# Customer Service is Good Business at DSO Tidewater

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

**E**nthusiasm. Vision. Commitment to excellence.  
Responsive customer service.

If the Defense Supply Center Philadelphia's subsistence directorate chose to showcase what just one of its field activities was doing to serve America's warfighters and other customers, the Defense Subsistence Office Tidewater located in Norfolk, Va., would be a prime candidate. Located minutes from downtown Norfolk, DSO Tidewater is responsible for buying and supplying perishable foodstuffs for its customers and supporting export services worldwide.

Each month, \$3.4 million or about 6.5 million pounds of fresh fruit and vegetables and freeze and chill foodstuffs go from the DSO Tidewater operation to customers through direct vendor deliver or direct marketing logistics [when the product is received at the DSO Tidewater warehouse, it is inspected and then shipped out to our customers]. The Tidewater office handles about 43,000 requisitions each month, has a 97 percent on time delivery rate, and an impressive 96 percent in stock rate.

On any given day while walking through the office conversations range from getting boxes of oranges to a commissary to coordinating the shipment of foodstuffs to Kuwait and Portugal. During the Thanksgiving season, the Tidewater office coordinated



Customer shown shopping for produce at the Naval Base Commissary in Norfolk, Va. This is one of several commissaries supported by the Defense Subsistence Office Tidewater. (Photos by Frank I. Johnson, Jr.)



(Right) Navy Lt. Cmdr. Frankie "J" Hand talks with Harold Sheridan about various food issues involving the USS Barry. Hand is DSO Tidewater's chief and officer-in-charge; Sheridan is a veterinary services quality assurance representative.

the shipping of 20 tri-walls of turkey, ham and all the trimmings for troops in Uzbekistan.

Led by Navy Lt. Cmdr. Frankie "J" Hand, the 12 member staff supports about 137 ships homeported in the Tidewater area; provides both troop issue and domestic support to Defense Commissary Agency customers in Georgia, North Carolina, South Carolina, Virginia, and West Virginia. Its export customers also include Cuba's Guantanamo Bay; Ramstein, Germany; Honduras, and Greenland's Thule Air Force Base.

"The logistics support that we provide here at DSO Tidewater matters all over the world," said Hand, DSO Tidewater's chief and officer-in-charge. "Within minutes following last year's terrorists events on Sept. 11th, we were mobilizing to support our customers and warfighters."

Another significant part of DSO Tidewater's success is its business partnerships. Among its business partners is SYSCO Food Services of Hampton Roads, Inc. located in nearby Suffolk, Va. SYSCO is DSO Tidewater's food prime vendor for land bases and ships in the Norfolk and Tidewater [Virginia] area. John Hall said the military is a portion of the business that enables SYSCO to cross-reference from the commercial side to the military side and keep the level of food high for the warfighter.

"The foodservice product provided by SYSCO to the warfighter is more in line with what they're accustomed to commercially, what they see out on the

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street,” said Hall, president and chief executive officer at SYSCO’s Hampton Roads division. “We’re able to bring that quality level higher to the military continually because we’re involved in the commercial side of the business as well.”

Hall said he’s been impressed at how DSCP has taken its years of procurement experience and adapted best business practices as the prime vendor initiative has evolved.

“Our goal at SYSCO is to make our customers more successful,” said Hall. “DSCP really mirrors that same mindset ... they want the customer to be successful ... they want the warfighters to be taken care of, and they want the highest level and the quality of life to be of such that it couldn’t be any better. DSCP is continually trying to improve on customer service and it gets better with every contract.”

DeeDee Palmer, who has been a supply technician

at DSO Tidewater for 16 years, said working there is similar to her experiences in the Army Reserves.

“I love the teamwork, I enjoy helping customers,” said Palmer. At DSO Tidewater, her responsibilities include balancing the cases of food counts between the warehouse and DSO Tidewater books, and billing to the vendors.

Hand said providing good customer service really is good business.

“The mission of the Defense Logistics Agency is important because we provide our customers what they need, anytime, any place, anywhere,” Hand emphasized. “When a customer needs something they usually need it within a couple of days if not even hours. DLA, DSCP and DSO Tidewater are able to maneuver wisely in any situation and that allows us to provide first-rate logistics support in the most cost-efficient manner possible.” ♦

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## DSIO-J Provides Computers to Army’s “Screamin’ Eagles”

By Mel Beesley  
Defense Logistics Agency’s Systems  
and Integration Office

**E**ighty-one computers and accessories from Defense Logistics Agency’s Systems and Integration Office (DSIO-J) in

Battle Creek, Mich., found a new home with the Army 101st Airborne Rangers, the Screamin’ Eagles, at Fort Campbell, Ky. The excessed computers will be used by the rangers in support of their

current military operations.

DSIO-J transferred the computers along with mice, keyboards, speakers, and surge protectors, in December. The Rangers picked up the computers by Chinook helicopter at the Battle Creek Air National Guard Base and returned to Fort Campbell.

An Army spokesperson stated, “The Rangers very much appreciate the transfer, as a number of their current PCs only operate at 166MHz... the upgrade in processing speed is a significant force multiplier.”

A cost avoidance of \$47,860 was realized for the 101st Airborne Division, while giving DLA employees a first-hand opportunity to provide “best-value solutions for America’s warfighters.” ♦



Rangers prepare for transfer of computers from DSIO-J to the 101st Airborne Division.

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# From Cave to Commissary

Story and photo by Gerri Young  
Defense Commissary Agency Europe  
Public Affairs Officer

**T**here are people who love mushrooms and there are those who hate them. I'm in the second group. In spite of that, the invitation to tour a mushroom cave appealed to my journalistic curiosity and made me think there might be some marketing idea to be had there in the darkness.

One of the major mushroom suppliers for European commissaries and troops is a company called Champignons De Wittring—champignons being the French word for mushroom and Wittring the name of the French town housing what had been described to me merely as “a cave.”

The Defense Supply Center Philadelphia-Europe, Terminal Market Chief, Larry Munoz, offered the mushroom tour to Defense Commissary Agency Europe's Produce Specialist, Paul Kim, and we decided to make the most of it by bringing along other DeCA folks who could benefit from the experience. I think we expected a regular cave we would walk through, find a few mushrooms, brush aside a few cobwebs and look out for bats. Fortunately, we got none of that and more.

Our guide was Jens Funk, General Manager for Dr. Arnold Schäfer GMBH (GMBH is the German equivalent of Inc. after a company name in the U.S.) A friendly German man with a good command of English, he made this visit a pleasure from the moment it began. Coffee, juice and croissants awaited us in a nice conference room to enjoy while listening to him explain the company and the process necessary for growing about \$1 million in mushrooms a year in what had once been a limestone mine.

And \$1 million must surely be a drop in the cavern for the total business done by this diverse company which does mining, produces concrete, building blocks, roofing tiles and large metal engine parts...among other things. “You (meaning the American military) are the only American customers we have,” he stated.

The first stop after leaving the conference room was a quick look at some of the 70 tons of local horse manure used for the essential compost serving as the growing medium. Five days of high temperatures pasteurize the material and get it ready to receive the mushroom spores.

Just down the hill, giant crates the size of ping-pong tables are lined with plastic, filled with the compost and topped with a bonding mixture of wheat germ and mushroom spores looking somewhat like fertilizer. “We use no chemicals in our process,” states Funk. “Everything about the cave growing methods is natural.” While the natural fragrance of the compost was obvious during the pasteurizing process, in its pasteurized and crated state, virtually no smell is present.

We soon begin the long-awaited visit into the mountain, twisting and turning our van through the dark tunnels led by one of the women pickers in a tiny car covered in dust. Our first stop is a huge “gallery” with its opening draped in clear plastic to contain the atmosphere. Light bars, placed high on the walls, provide a low illumination. Before us, millions of tiny mushrooms grow in dozens of crates elevated to table height. The smell of the space reminds me of my grandparents' dirt cellar. The floor is bumpy and sloped. We are struck with the stillness and the warmth. “The galleries naturally maintain a temperature of 16-18 degrees centigrade about 200 meters under the earth,” comments Funk.

We watch the pickers at work next. Paid by the hour, the ladies grip, twist and cut off the roots in swift, practiced motions. “No,” replies one when I ask if they cut themselves. They get paid by the hour, but earn extra for exceeding standard production. “They can pick 50 pounds each in an hour,” reports Funk.

Back into the van and depending now on Funk's guidance through the maze—he assures us he can get us out of the mine safely—we proceed to a gallery for oyster mushrooms. This room nullifies all our beliefs of how mushrooms should be grown—it doesn't feel at all like a cave. Its floor is level; portions of the wall are old bricks. Air circulation devices and bright lights are suspended up high. Down the center run three lines of black plastic blocks with clumps of mushrooms sprouting everywhere. They are a soft taupe color, cool and damp to the touch, their surfaces glisten like the top of fresh pudding. They twist and curl like flower petals. Inside each block is a compressed mixture of moist, shredded wood. Small holes are cut in the plastic and spores are applied to each hole. Blocks hold a variety of sizes from inch-high new growth to ready-to-pick clumps.

The next stop is the packing room where the women have just finished for the day and are punch-



ing out at the time clock. We asked if they ever left someone in the cave overnight. "No," we were assured. "The workers care for each other and make sure everyone is out at the end of the day." In the packing process they use different types of boxes according to the desires of the customers. The blue, clear-topped plastic containers required by the American military customer is topped with an English language label. The European buyers prefer thin, wooden

boxes infinitely more interesting to me, but costing about 40 cents more. The giant portabellas are packed one to a flat, round box and topped with cellophane.

The last cave stop is an electric chill room for storing the packaged mushrooms. A large stack of boxes destined for one of our stores is just inside. The one store produce manager in our group takes the opportunity to tell Funk about some suggestions she has to improve the shipping of the mushrooms to her store. He promises to take her ideas higher up and reminds us it is now time for lunch. Almost everyone in the group is looking forward to what we expect to be a meal made solely of mushrooms.

Back in the office building, we get to see what may well be the largest wrought iron frying pan in the world. It is filled with fried crimini mushrooms on one side and portabellas on the other. I continue to be the good guest and take my plate with a smile. I actually eat two bites of each kind



*Excitement is obvious as the group learns about the oyster mushroom growing process. Jens Funk, (kneeling), General Manager of the Schaefer company, explains the process to (l-r) Paul Kim, DeCA Europe Produce Manager; Larry Munoz, Saarbruecken Terminal Market Chief for DSCP-E; Gerlinde Smith, DeCA Europe merchandiser and Heidi Yusko, Produce Manager, Ramstein Commissary.*

and try to like them, but it just doesn't work. Others quickly finish off my portion. A little wine, a little bread, a little water and lots of energetic business discussion about mushrooms and our day comes to an end.

We all learned a great deal about mushrooms. We learned not to wash them. We learned that brown criminis are grown in caves while white ones result from modern greenhouse conditions. We learned that the natural growing methods provide a synergy from the horse farmers to the mushroom growers to the gardeners who use the waste compost to the end consumer. We learned that this company is one of many in Europe eager to do business with Americans and go to great lengths to adjust their practices to meet our needs. Now we can pass this information to commissary customers, that nice marketing tool I was looking for.

And I learned that mushrooms--in their raw state--might be okay after all. ♦

# Gov. Holden Signs Statement of Support for Guard and Reserve

Missouri National Guard

The Director of the Joint Reserve Forces, J-9, Maj. Gen. Joseph L. Thompson III, USAR, recently met with Missouri Gov. Bob Holden on the importance of employer support to National Guard and reserve employees. The meeting was a gathering of soldiers, airmen, sailors and Marines from the reserve component throughout Missouri.

During the meeting, Holden signed a Statement of Support in his office to encourage Missouri employers to support their National Guard and Reserve employees.

Employers are playing a critical role in national defense since the terrorist attacks on the United States, the onset of Operation Enduring Freedom and the activation of thousands of National Guard and Reserve troops.

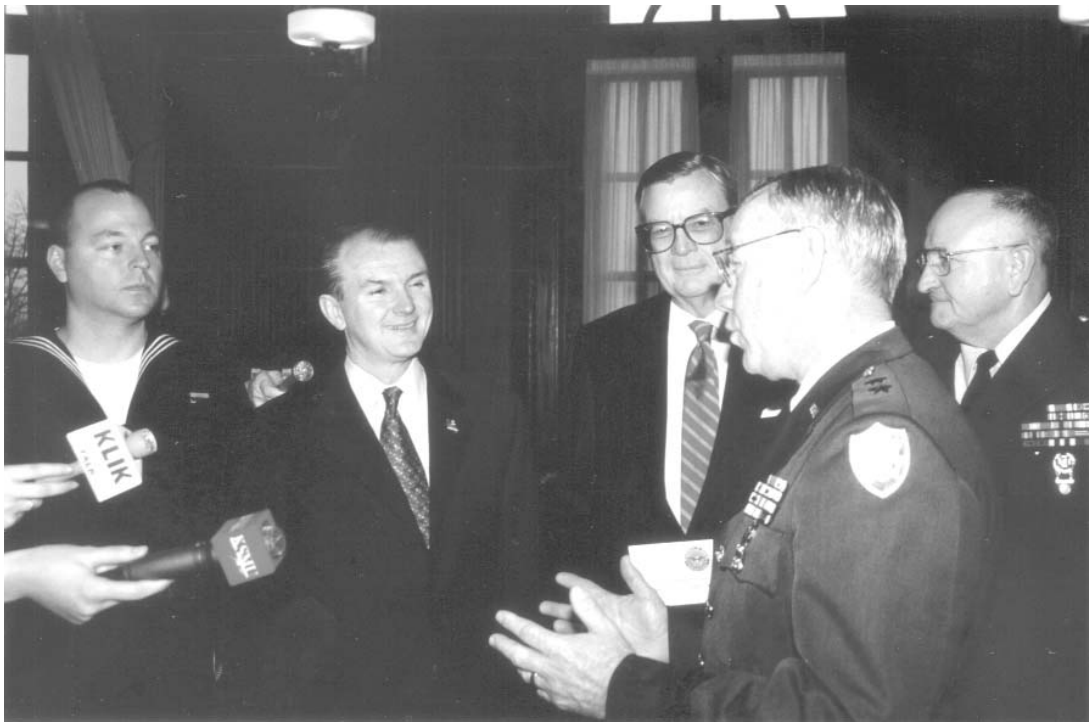
According to Stuart Symington Jr., chairman of the Missouri Committee of Employer Support of the Guard and Reserve troops, "We are asking employers

also to sign a Statement of Support. A Statement of Support serves two vital roles: It demonstrates the strong level of support for our Reserve Component forces, which is a vital duty at this critical time, and it sends a clear message to the service members that while that they're serving their country, they do not have to worry about their civilian jobs.

"Governor Holden has taken the lead by demonstrating Missouri's commitment to our Reserve Forces and to winning the war on terrorism," Symington added.

"By encouraging Missouri businesses to sign a Statement of Support," he said. "Governor Holden is making a valuable contribution to the quality of life for Missouri's Guard members and Reservists and our national defense effort."

Nationwide, more than 1.3 million Americans serve in the Reserve forces--Army Reserve, Army and Air National Guard, Navy Reserve, Marine Corps Reserve, Coast Guard Reserve and Air Force Reserve--and make up more than half of the national defense strength. ♦



Maj. Gen. Joseph L. Thompson, DLA director of Joint Reserve Forces (second from right), discusses reserve matters with (from left) a sailor from Naval Reserve Corp., St. Louis; Missouri Gov. Bob Holden; Stuart Symington Jr., state chairman of the Missouri Committee of Employer Support for the Guard and Reserve; and Brig. Gen. Dennis Shull, the adjutant general of the Missouri National Guard. (Courtesy photo)

# DESC Supports the Warfighter

The Defense Energy Support Center has come together as a battlefield support organization to assist in the efforts of America's anti-terrorism campaign, Operation Enduring Freedom. DESC, headquartered in Ft. Belvoir, Va., has been providing fuel to the warfighter in places they have never been before and doing it without the traditional military fuels infrastructure.

During the first 45 days following September 11th, DESC employees worked a tremendous amount of overtime and continue to do so in support of Operation Enduring Freedom. According to U.S. Air Force Lt. Col. Gerald

David, DESC's Chief of Contingency Plans and Operations division, the secret of initial success was existing DESC fuel contracts already pre-positioned for peacetime and wartime use. "As the mission expanded we sent people into the theater of operations to establish additional contacts and agreements. Because of their efforts, we have been very successful at rapidly providing fuel to all the in-theater forces," said David.

One of the most challenging obstacles DESC has faced has been getting fuel support in the "Stans" (Pakistan, Afghanistan, Tajikistan, Turkmenistan, Uzbekistan and Kazakhstan)

region. The infrastructure needed is not available to supply the demand for fuel in the region. However, everyday DESC is breaking new ground doctrinally and finding the fuel needed to support the warfighter.

Finding fuel and delivering it on time in the right specification and location is not new territory for DESC. During Operations Desert Storm and Desert Shield, DESC arranged fuel issues totaling more than 45 million barrels. They play a crucial role in peace-keeping operations and emergency relief missions. DESC's "no excuses" philosophy helps to fuel the forces around the globe. ♦

## Report Alleged Fraud, Waste, Abuse

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

**The DLA Complaint Program web site at [www.dla.mil/dss/dss-s](http://www.dla.mil/dss/dss-s)  
The DLA Complaint Program at 1-800-411-9127, or DSN 427-5447**

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

**The DoD Defense Hotline Program web site at [www.dodig.osd.mil/hotline](http://www.dodig.osd.mil/hotline)  
The DoD Defense Hotline Program at 1-800-424-9098**

**The Defense Hotline  
The Pentagon  
Washington DC 20301-1900**

**The DoD Defense Hotline email at [hotline@dodig.osd.mil](mailto:hotline@dodig.osd.mil)**

# Conference Confirms that Reserves are "Part of the DLA Team"

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

**D**ozens of reservists from at least eight states attended the Joint Reserve Forces Leadership Conference, hosted by DLA's Director of the Joint Reserve Forces, J-9, Maj. Gen. Joseph Thompson, USAR, at DLA headquarters in January. They left the weekend conference with a greater understanding of how they fit into the DLA vision -- and how they help to implement it.

"We are truly a total force, in fact as well as in concept," said Rear Adm. Fenton Priest, J-91, Director of Reserve Readiness, to 60 conference attendees. "The reserves are an essential element of DLA's presence, forward deployed, providing direct and immediate support to the warfighter."

More than 560 reservists are assigned to DLA and its field activities -- roughly 280 from the Navy, 110 from the Army, and 180 from the Air Force. More than 250 of them have deployed to Operation Joint Forge (Bosnia) and Operation Joint Guardian (Kosovo) since 1994. As of January 2002, DLA reservists are filling 13 of 20 billets deployed in five countries supporting Operation Joint Forge and Operation Joint Guardian; and more than 60 reservists have been mobilized to support Operation Noble Eagle (Homeland Defense) and Operation Enduring Freedom (Afghanistan).

The leadership conference represented the first opportunity since the new J-9 code was established

(in April 2001) to collect in one room the senior reserve officers of each service, from every DLA field activity in the continental U.S. and DLA headquarters. Attendees included seven joint team leaders (the senior reservist at each field

*"Each of you is important to help DLA support the warfighter around the clock, around the world,"*

*-- Rear Adm.  
Fenton Priest*

activity advising the activity commander on reserve matters), 14 service team leaders (senior reservists of each service at all field activities), the commanding officers of 12 Naval reserve units supporting DLA contingency support teams (DCSTs), and the commanding officer of DLA's Army Joint Reserve Unit (JRU). Together with J-9, this is the team that directs the efforts of the reservists assigned to DLA.

Conference attendees presented

their reserve status reports and issues to DLA's J-9 leadership; discussed common challenges of far-flung units composed of part-time DLA teammates that may be (and often are) called to full-time at any moment; heard the lessons-learned from a recently-deployed reserve DCST commander; and learned about current and future DLA and J-9 directions.

Keynote speaker, Army Maj. Gen. Hawthorne Proctor, Director of DLA Logistics Operations, J-3, gave a timely overview of today's operational picture and the significant contributions DLA has made in its support to the warfighter. "We want to get DLA closer to the foxhole, pier side, and planeside," he said. The general recognized DLA's reserve community as part of his team, and emphasized their continuing relevance to current operations.

Today's world environment contributed a tone of immediacy to the conference, since operational requirements continue and contingency needs remain fluid. These facts were on the minds of all attendees, including Naval Reserve Capt. James Chang. Chang commands DCST Distribution Operations Team ONE (DOT 1) in San Joaquin, Calif.

"I feel better-prepared, mentally, for deployment," he said after hearing tips from a recently-deployed colleague. Chang also found the conference valuable because "it was mission-oriented ... and a good blend of active and reserves."

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Army Col. Bernard LeVan, Joint Team Leader for the Defense Distribution Center, in New Cumberland, Pa., valued the conference as "a chance to coordinate with other DLA activities ... to get all horses pulling in the same direction, metaphorically speaking."

Air Force Col. John Phillips, joint team leader for Defense Reutilization and Marketing Service in Battle Creek, Mich., met separately in the evening with six

subordinate reserve commanders who are dispersed all over the U.S. "It gave us an opportunity to get to know each other better. When we know each other better, we can work together better," he said.

Naval Reserve Capt. Claire Parsons, joint team leader for DLA headquarters and commanding officer of the DCST Staff (the Naval Reserve unit which drills at DLA headquarters), emphasized communications and networking. "It's so important because we're so

spread out. It's very important to have the big picture."

The take-away message from the weekend: Be trained for your mission, and be ready to deploy -- but DLA will help you do so.

"Each of you is important to help DLA support the warfighter around the clock, around the world," said Priest. "We want to help you do a better job -- to serve and facilitate your mission accomplishment out in the field." ♦

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## Nominations Requested for DLA Hall of Fame

By Kristin Guss  
DLA Public Affairs

**N**ominations are currently being requested for the 2002 DLA Hall of Fame. The DLA Hall of Fame honors former DLA employees who have made significant contributions to the Agency and its mission that reflect the principles of the DLA Strategic Plan.

Since the Hall of Fame Program began in 1998, 28 individuals have been honored. Honorees are selected "for their exceptional leadership, selfless service, dedication to duty and contributions in supporting the mission of the Defense Logistics Agency." All

major divisions within DLA headquarters as well as all DLA Field Activities are invited each year to nominate former DLA staffers for the Hall of Fame.

minimum of one year and have no reasonable prospects for future employment or assignment with DLA. Any currently assigned, previously assigned or retired DLA

employee may submit a nomination. Sponsorship by the Corporate Board and/or the Field Activities is encouraged to facilitate the preparation and justification of nominations but is not required.

Nominations may be submitted by mail or electronically, and the deadline is June 30,

*Since the Hall of Fame Program began in 1998, 28 individuals have been honored. Honorees are selected "for their exceptional leadership, selfless service, dedication to duty and contributions in supporting the mission of the Defense Logistics Agency."*

Induction into the Hall of Fame is open to all former DLA military and civilian personnel regardless of grade. Nominees must have been separated from DLA for a

2002. A nomination form and guidelines are available on the DLA web site history page at <http://www.dla.mil/history/halloffame.htm> ♦

# DSCC Holds Joint Reserve Conference

By Capt. Pattie Batt, USAFR  
Defense Supply Center Columbus

When the Defense Supply Center Columbus held its annual Joint Reserve Training Conference in November, the conference theme of “DSCC’s Total Force Response” took on a more significant meaning when we consider the recent world events and the Nation’s reserve forces.

The DSCC Joint Reserve Team is a group of Army, Navy and Air Force reserve officers, mostly logisticians, who provide a pool of highly skilled professionals; ready and available to support DSCC and DLA in times of peace, national emergencies, and conflicts around the world.

The conference began with a kickoff address by DSCC’s Commander, Navy Rear Adm. Alan S. Thompson. He is in a unique position to understand, employ and challenge the substantial talents of reserve forces.

Rear Adm. Fenton F. Priest III, the Director of Reserve Readiness at DLA headquarters, provided an overview of the newly formed DLA J-9, Joint Reserve Forces. He addressed the mission of DLA and Joint Reserve Forces (JRF) Leadership Structure, JRF Accomplishments and Initiatives, Reserve Billets, and Joint Team Leader Responsibilities.

Lt. Col. Kenneth Kithara, USAR, a DLA reservist, presented a slide show of DLA deployments to Joint Forge and Joint Guardian. Having been deployed to these operational sites, Kithara was able to provide first-hand knowledge of the missions and work environment.

Based on recent events, the idea of “Family Readiness” has taken on a whole new role. Kenneth E. Kessler, USAFR, a DSCC reservist, provided an in-depth overview of the DoD program and what it means to reservists today.

Col. Craig Jarvis, USAF, Director of Business and Readiness Operations, briefed the assembled reservists on the State of the Center. The reservists also heard from James McLaugherty, Deputy Director of Business and Readiness Operations who discussed Business Systems Modernization (BSM).



Rear Adm. Fenton F. Priest III (right) and Rear Adm. Alan S. Thompson (left) attend the DSCC Joint Reserve Conference. (Photo by Charles Moffett)

The Commodities, Land, Aerospace, and Maritime directorates addressed the reservists as a panel to provide an overview of their specific directorate. The reservists then had an opportunity to ask the panel questions.

An important part of every Joint Reserve Training Conference is the Project Fair. During the Project Fair, all directorates and organizations at DSCC presented a tabletop discussion of their missions and the types of assignments they may have for reservists. Reservists frequently come to DSCC with civilian skills other than logistics that can support a variety of DSCC activities.

Immediately following the Conference, both reservists and active duty personnel attended the quarterly Military Call at the Officer’s Club. This quarter’s Military Call was hosted by the reservists and included a presentation on the Partnership for Fiscal Integrity Program, provided by Col. Ralph E. Liebhaber, USAF, Program Director. In addition, several decorations were presented as well as the past quarter’s hail and farewells. The conference was attended by DSCC and local Columbus reservists as well as DSCC Active Duty personnel and Reserve counterparts. ♦

# Former DCST Commander in Kosovo Reviews His Tour

By Steve Abney  
DLA Europe Public Affairs

As he prepared to leave Kosovo, Cmdr. Robin Brown discussed the mission's importance and lessons learned.

"DCST-K has three core competencies," said Navy Cmdr. Robin Brown, forward commander of the DLA Contingency Support Team Kosovo (DCST-K) since September. He noted that the team has been busy with each.

One competency is expediting priority 2 requisitions for DLA-assigned national stock numbers. "We expedite about 750 requisitions per month," Brown said. That enables Task Force Falcon to maintain its vehicles and helicopters at a high readiness level.

Another major function is collection and disposal of scrap metal and hazardous waste. "On a monthly basis, we process 9,000 gallons of waste oil, 5.5 tons of scrap metal and nine tons of hazardous material," Brown said.

Finally, the DCST manages the DLA material arriving in theater, most of which is Class I (food and beverages). He explained that these DLA supplies flow from Camp Able Sentry in Macedonia, about 60 miles south of Camp Bondsteel, Kosovo, where the DCST is located.

"Over the past six months, the average monthly value of shipments has been \$2.8 million," Brown said. He noted that U.S. dining facilities feed 19,000 meals per day to 5,300 personnel.

One of the challenges for the eight-person team has been moving supplies those 60 miles. For a while, ethnic Albanians in Macedonia closed the border as a protest against the Macedonian government. On another occasion, heavier than normal snowfalls threatened to isolate the camp.

"I feel that the training at the CONUS Replacement Center (at Fort Benning, Georgia) is worthwhile," Brown said. "We (DLA) often deploy civilians who have never had military experience as well as reservists who may have forgotten what it is like to be



Cmdr. Robin Brown at his office at Camp Bondsteel. (DCST-K photo)

in a pure military environment. Also, many active duty personnel have never experienced a camp type environment."

He said that the center teaches a number of skills that DLA personnel will never be called on to use, such as patrolling and conducting searches. Nevertheless, he thinks that the Fort Benning experience is "essential to preparing the uninitiated to fit into the forward-deployed environment."

Brown entered the Navy through Officer Candidate School in 1982. After this six-month tour in Kosovo, he returned to his job as Unit Chief, Surface Combatants with DLA's Defense Supply Center Columbus, Ohio. Brown is qualified as a Navy Supply Corps Officer in surface, submarine and aviation warfare.

The DLA team at Camp Bondsteel, Kosovo, is one of two teams in DLA Europe. The other team in Tuzla, Bosnia, supports Task Force Eagle. ♦

# DSCC Associate Recalls ‘Blackhawk Down’ Battle

By John Foreman  
Defense Supply Center Columbus  
Public Affairs

**T**he movie “Blackhawk Down” is much more than an action-packed thriller to one Defense Supply Center Columbus associate. He was there living the events depicted in the movie.

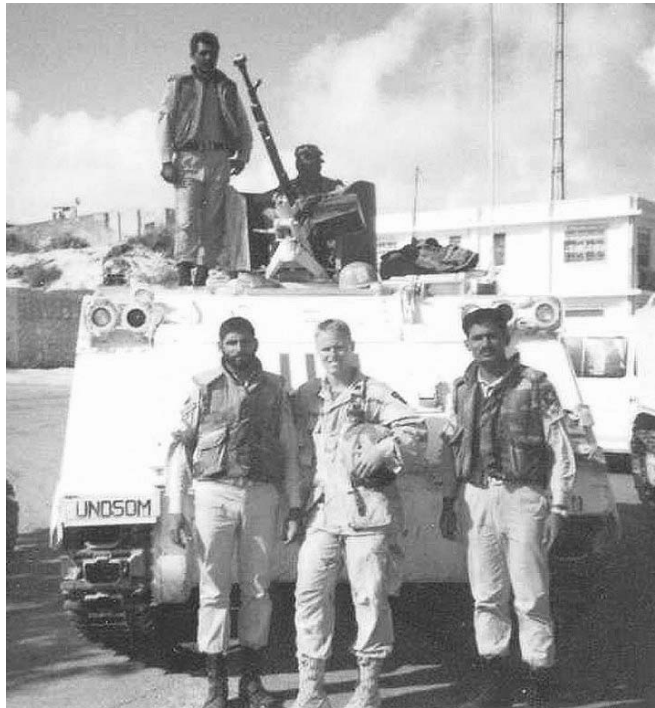
John Dreska of the DSCC Directorate of Corporate Information was in combat in Mogadishu, Somalia, on Oct. 3, 1993, as a lieutenant and platoon leader in the U.S. Army’s 79th Quartermaster Detachment of the 101st Airborne Division (Air Assault).

“In the early afternoon of Oct. 3, I received an operations order to perform a search and recovery operation. We were inserted by air into an eastern portion of Mogadishu, Somalia, by Blackhawk helicopter. Then we performed a link-up United Nations operation with United Arab Emirate and Pakistani forces. Our mission was to retrieve remains and equipment from a U.S. Marine Corps Humvee (High Mobility, Multi-Wheeled Vehicle) that was blown up by a land mine,” said Dreska.

“We came under fire by Somali militia during the action. We had to quickly retrieve a dead U.S. soldier



John Dreska stands near an M1A1 Abrams tank guarding the control tower at the Mogadishu, Somalia, airfield in 1994. (DoD photo)



John Dreska, center in foreground, poses with Pakistani soldiers in front of a United Nations armored personnel carrier the morning of Oct. 3, 1993, the day a Blackhawk helicopter was shot down as retold in the movie “Blackhawk Down.” He and the Pakistanis performed a search and recovery mission later that afternoon. (DoD photo)

and then MEDEVAC (medically evacuate) an Italian soldier who was shot in the leg during the mission.”

Dreska said the mission took longer than expected. “We were on the ground for too long a period of time in a hostile area,” he said. That extra time allowed the Somalis to organize and encircle the U.N. forces. Soon they were under continuous fire as they returned to the insertion point where a Blackhawk of the 101st Airborne extracted them.

During the extraction, Dreska was thankful that two ‘Little Bird’ helicopters from the 160th Special Operations Aviation Regiment were there to provide close air support.

“During the liftoff, I noticed a large dust cloud to the west across the city. ‘Little Birds’ were crisscrossing the sky above the area and firing into multiple targets on the ground. That’s when my helicopter pilot confirmed a Blackhawk helicopter had gone down in the area of the dust cloud. We now know that was ‘Super Six One,’ the helicopter that went down in the movie,” said Dreska.

Dreska’s unit was in Somalia from August 1993 until March 1994, and the movie brought back a flood of memories. “The movie was very accurate in its portrayal of the events,” said Dreska. “Especially in the beginning when you see all the starving people and the children with bloated stomachs. There were dead bodies everywhere – it was just awful.

“Other portions of the movie, such as the action sequences, were very much the way the combat action occurred. They must have had some military advisors that were at the battle, because some scenes were very accurate, especially the recovery area at the airfield. Also, the



film's emphasis on 'No one left behind' and the camaraderie of the units was well done because that's the way it was. There was no inter-service rivalry anywhere," said Dreska.

The only things Dreska saw in the movie that he felt were incorrect were the density of the smoke and the service of the Malaysian forces. "In reality, the smoke was far

thicker and choking than it was in the movie. The Somalis set fire to tires as a message to other Somalis to come to the area of the fighting," said Dreska. "Also, the Malaysian forces were hardly mentioned in the movie. Without the brave actions of MALBATT 19 (Malaysian Mechanized Battalion #19) – 'The Fighting Tigers' – many more Americans might have been killed," Dreska added. ♦

# Reserve Supply Officer Credits Safety-Consciousness For Early Escape from WTC

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

**C**argo handling is a dangerous business.

The world of finance is a risky business too.

Largely due to his experience in both, former DLA reservist Lyman Foster found himself automatically seeking safety on Sept. 11th – even before it was evident just how dangerous his environment would soon become.

Foster was working on the 34th floor of the World Trade Center south tower.

"I tend to think, 'What's the worst that can happen?'" said the otherwise gregarious and cheerful supply officer.

When the worst did happen, and the towers fell down, Foster was en route to his home and family in Summit, New Jersey -- safe, but shaken.

Foster was executive officer of the DLA Contingency Support Team, Logistics Assistance Training (DCST LAT) in Philadelphia, Pa., from November 2000 to September 2001. During his annual training in 2001, he supported Defense Supply Center Philadelphia – Pacific (located in Pearl Harbor), helping to develop a mobilization and readiness plan to use reserve personnel during contingency operations.



*Cmdr. Lyman Foster, USNR*

In his civilian hat, Foster is senior vice president for relationship management at Oppenheimer Funds, an asset management firm. Until Sept. 11th, the firm's 600 employees occupied four floors of the WTC south tower (tower 2) – the second tower hit and the first to collapse. Nobody in the firm was lost or injured. After a six-week displacement to temporary offices in Connecticut, the firm now occupies new offices in midtown New York City.

Like his colleagues, Foster lost his entire office -- records, files, memorabilia. But he has rediscovered

something far more important.

"I focus more now on quality of life, and balance in life," he said.

Foster credits his 10 years of experience in Navy cargo handling – including hands-on duty in Operation Desert Storm—for his measured response on that infamous morning.

By the time he completed a tour as commanding officer of Naval Cargo Handling Battalion 10 in Williamsburg, Va., safety consciousness was automatic.

Perhaps that is why he left his office in spite of the much-debated public address system announcement at about 8:50 a.m., alerting south tower inhabitants that the north tower (tower 1) had been hit by a plane, but that they should remain where they were.

"My experiences in the Naval reserves taught me to think defensively," he said.

As he headed for the elevator, he urged others to do so as well. By about 8:55 a.m., Foster and his colleagues were outside on the concourse between the towers, but not yet out of harm's way. Although the second plane had not yet hit the south tower, and neither tower had yet collapsed, the impact of the first incident was already evident as debris fell and papers flew about. After finding the safest exit, Foster watched from ground level at the

*See WTC, page 34*

corner of Church and Liberty as the fire grew in the north tower and a ghastly scene – believed then to be caused by an accident with a sight-seeing plane -- became more ghastly.

“I saw people jumping out of the tower. A couple holding hands. A man in a suit. One woman jumped with her purse.” Foster and his colleagues watched as they fell for six seconds or more.

“It was surreal. Horrific. I just keep coming back to those words...”

His own building, the south tower, still stood erect and undamaged. Foster called his wife to let her know he was outside, and alert her to turn on the television.

It would be hours before he was able to reach her again – as apparent tragedy turned into self-evident horror.

Still on the street corner, Foster watched as the second plane hit the south tower—the building he had exited some 15 minutes earlier.

“As soon as we saw that second plane hit—before the fireball, before we even heard the concussion—we turned and ran. We knew then it wasn’t an accident,” he said.

They heard that four planes were hijacked and two were unaccounted for. Thinking that an attack of the U.S. financial center was underway, Foster realized anything could happen next.

“We gotta get out of here,” he said to his colleagues.

Heading north on Liberty Street, they encountered a cumbersome crush of curious onlookers heading south. Still in defensive mode, Foster headed for the subway—mindful that the British had taken protective cover underground during air raids—and tried to buy a handful of tokens for himself and colleagues. An attendant urged them aboard without tokens; on this day, subway rides were free.

At about 9:20 a.m., Foster and his colleagues were underway and making way, away from Ground Zero.

“We just jumped on, not paying attention to which train it was or

where it was going,” he said. On the subway, he encountered a woman who had evacuated her office at One Liberty Plaza without a wallet or money. Since she was aiming for the same destination (Hoboken), Foster took her under wing for what would be fast becoming the most memorable commute of his life.

Exiting the subway at Penn Station, Foster encountered more congestion. Still in defensive mode, it occurred to him that Penn Station could also be a target as the crowd there grew. He changed stations and found the subway to Hoboken and train to Summit. While on board, he heard that the south tower – the building he had left just a few hours earlier -- had collapsed.

His wife met him at the Summit train station shortly before noon.

First, he attended noon mass at the local catholic church, and gave thanks for his life.

Then he rejoined his two-year-old son, and had a tearful phone conversation with his grown son in Colorado.

For a month or so, Foster exhibited the symptoms that accompany trauma: difficulty sleeping, nervousness, and trouble concentrating. His restless mind scanned the “what-if” scenarios: “What if the south tower was hit first? What if the plane hit lower down? What if I was on the sidewalk as debris fell?”

Images burned a path into his brain.

The jumpers.

“They just came to work that day, same as me...and in a matter of seconds, their lives ended. It could happen to any of us...”

The shoes.

“I’ll never forget the shoes, hundreds of them, kicked off as they ran...”

Because of his previous encounters with danger – including near-injury in Operation Desert Storm and the Loma Prieta earthquake in California -- Foster thought he could handle the trauma of 9-11 with relative ease.

“I was surprised, how difficult it was,” he said.

But in the month after 9-11, he also received unexpected comfort: dozens of calls and e-mails from people he had not heard from in many years, who tracked him down through their networks because they were concerned about him.

“It was heartwarming...very touching,” he said.

Like many other reservists, Foster also responded in a way that was comforting because it was action: he immediately called BUPERS and volunteered for recall.

“I had a lot of expeditionary experience I thought might be valuable,” he said. He wasn’t called, but remains ready if needed.

Today, Cmdr. Foster is commanding officer of Naval Activities United Kingdom, Det. 402 (NAVACTS U.K.), based in Syracuse, NY. He remains a passionate Naval reservist who will celebrate 36 years of service in July 2002, a committed husband and father, and an executive at Oppenheimer Funds.

But he is something else too – a man who appreciates the important gifts of each day.

“It sounds trite, but you never realize how good life is until something like this happens,” he said.

His message to colleagues who were fortunately far away from Ground Zero on 9-11?

“Don’t sweat the small stuff—and be thankful for what you have.”

*Editor’s Note: The mission of the DCST LAT is to staff the DCST when deployed. Like other DCST reservists, unit members are asked to be ready at all times for nine-month deployment. While serving as the unit’s executive officer, Foster attended meetings of the Joint Reserve Forces Leadership Conference (JRFLC) at DLA headquarters – such as the one held in January 2002. He also attended a workshop of senior Naval reserve supply officers at DLA headquarters on March 9-10, 2002. It was at this event that he shared his story. ♦*

# Becoming More Marketable by Degrees

By Jim Katzaman  
DLA Public Affairs

For a long time Cheryl Kates toiled at two careers. Her “day job” was at the Defense National Stockpile Center, Fort Belvoir, Va., where she rose through the ranks to be a supervisory management analyst.

At the same time, Kates was a professional student. She might not agree with that depiction, but her extended pursuit of a four-year degree followed by three more years earning her master's was at least a career in itself -- also the mark of single-minded determination.

“I figured after all that time I just wanted to get finished with [my education] so I could move on,” Kates said, talking about her final push in spring 2001 when she took five classes to cap her master's degree in management from Johns Hopkins University. In 1998, Kates earned her bachelor of science degree in human resources management from the University of Maryland University College.

Kates' academic marathon is not unique. Caitlin O'Leary has been a DNSC contract specialist for five years. Years before coming to work at the center, she was enrolled at Virginia Polytechnic Institute and State University right out of high school. After working as a summer hire for the government, she soon found herself debating whether to continue pursuing the same major, change her major altogether or start a government career full-time.

“I was a full-time student at Virginia Tech for two years and then took a sabbatical,” she said. “After entering the contracting job series, I was required to complete the training necessary to satisfy the certification requirements for the acquisition career field. A majority of

the courses were two to four weeks long and located outside the D.C. area. Because the demanding schedule for these courses did not leave any time for college courses, it was some time before I could again focus on school.”

O'Leary resumed her “long ride” when she enrolled in the DNSC tuition assistance program and graduated summa cum laude in June 2001 with a bachelor of science degree in business administration from Strayer University, and has started graduate courses in the

tuition assistance program. Many other government organizations have such programs, but few offer DNSC's incentive to succeed. As O'Leary mentioned, in less than 10 years the center is going to sell off its commodities and sell itself out of business. Program administrators say now is the time for workers to make themselves more marketable for whatever future awaits them.

The center's policy is to give every employee at least 40 hours of training every year, as long as courses are related to employees' DNSC work. To be eligible for tuition assistance, full-time, permanent or term employees must be employed with DNSC for at least three months, unless the training is specifically required for official duties.

Generally, DNSC will pay for up to two approved courses per semester at an accredited college or university. The tuition assistance program is opened to all DNSC employees at the headquarters and field activities. Covered costs include those for tuition, lab fees and textbooks.

“With the center slated for reduction in size, eventually to phase out in the next 10 years, DNSC managers want to be certain their employees are fully prepared to continue their careers and adjust to future transitions,” said Aviva Rogozinski, management analyst in the DNSC Executive Administration Office.

Rogozinski spoke as DNSC's training officer, responsible for the tuition assistance program. At the same time she is also a satisfied customer, having worked at DNSC for eight of her 10 years in the federal government. She graduated in December from the University of Maryland University College with a bachelor of science degree in business



Kerri Chambers (left), Caitlin O'Leary (center) and Aviva Rogozinski, DNSC training officer, are recent graduates who took advantage of DNSC's tuition assistance program. (Photo by Thomas Wilkins)

business field.

She still needs to plot a graduate course path, but her out-of-school career, O'Leary said, is clearer and brighter than ever, thanks to the DNSC tuition assistance program.

“It's a wonderful, very valuable program,” she said. “It allows workers to do something they might not have done otherwise. With the stockpile center closing in five to 10 years, this is an incentive for employees to make themselves more marketable. This program is a great gift to help employees complete their educational goals.”

O'Leary and Kates are just the latest success stories to emerge from DNSC's

See Degrees, page 36

Degrees, from page 35  
and management.

Being a military spouse and moving around often made it difficult for Rogozinski to complete her college education. "Now it has come to fruition," she said. "This is an organization that offers much advancement and, having been with DNSC for eight years, I can truly say my own personal goals in work are being reached because of programs like tuition assistance."

Her success, she added, is the result not only of her own tenacity but also that of management trying to do right by employees.

"DNSC has always tried to ensure that all stockpile employees had training plans that enabled them to attain greater competency in performing their jobs and accomplish training beneficial to themselves and the organization," Rogozinski said.

"DNSC management has opened many doors of opportunity for educational advancement, and this truly shows with a large number of employees reaching their goals through the tuition assistance program," she said. "As a well-trained work force the organization consistently meets its business-plan goals and often goes well beyond what is expected for mission accomplishment."

August 2001 was a new beginning for Kerri Chambers. Up until then she toiled hard with limited expectations for her career in the contract specialist series within DNSC. Not only was her future limited, but DNSC's eventual phase out represented an ever-closer dead end to many careers for those working at the center.

Chambers' bleak future changed to bright in August as she held not one but two bachelor's degrees in her hands. "I definitely feel more marketable," she said, looking down the road to life after DNSC.

Her "overnight success" was a mere seven years in the making, dating from 1994 when she started to take courses at Northern Virginia Community College. Four years later, after attending classes part time with DNSC picking up the cost of tuition and books, Chambers figured she had perhaps six years to go until she could frame a sheepskin -- possible but still a long time.

At that point the DLA Educational Enhancement Program stepped in. In 1998, Chambers became one of a handful of employees chosen by a panel to enter the program, which she readily welcomed.



Aviva Rogozinski (left) and Cheryl Kates join Richard Connelly, DLA Support Services director and DNSC administrator, who also administers the tuition assistance program. (Photo by Thomas Wilkins)

"It had been a long, long struggle," Chambers said. "At Northern Virginia, I took two or three classes per semester. The enhancement program gave me the opportunity to go to school full time, still work a minimum of 20 hours per week and receive my full salary, which is a big bonus." Along with other education enhancement students, Chambers also had to maintain at least a B average.

The concentrated work load, by Chambers' estimate, shaved almost two and a half years from her projected date to finish all her courses. She completed the DLA Educational Enhancement Program in 1999, having gotten a boost toward her triumph last year.

After seven years of full- and part-time study, Chambers was awarded two bachelor's degrees from Marymount University--a bachelor of business administration degree in international business and a bachelor of science degree in economics. From here on, DNSC or no DNSC, Chambers said she has charge of her future, and just in time.

"Under the new rules for 1102 contracting services," she said, "you can't be promoted unless you have a degree. Now I can apply for a higher grade in my series. Even after Stockpile closes, I can still apply for a higher position at another office with the help of my degrees in international business and economics."

Rogozinski pointed to statistics that show DNSC has been one of the leaders in meeting and often exceeding the 40-hour training requirement recommended for DLA employees.

To meet the challenges of the mission phase-out, Rogozinski said, "DNSC is providing every opportunity to its staff to ensure that their futures are as bright and promising as the work they have provided to the Department of Defense and the organizational mission."

She echoed the words of DNSC Deputy Administrator Cornel Holder who said, "We are proud of our talented work force. They produce income for DoD readiness accounts and programs and are very dedicated to the mission."

"The stockpile center's plan to sell itself out of business is motivating many employees, including myself, to take advantage of this generous tuition assistance program to ensure greater success in finding new positions in a highly competitive private as well as government marketplace," Rogozinski said. "The program has enabled me to fulfill new competencies on the job and reach educational goals I have wanted to complete for a very long time." ♦

# DSCC Associate Has More Than Four Decades of Service

By John Foreman  
Defense Supply Center Columbus  
Public Affairs

Something might not seem quite right to visitors entering the Defense Supply Center Columbus command suite. A fixture they've been used to seeing in the office for many years will be missing. Betty Brewer, the commander's secretary, retired on March 31.

Brewer has seen a lot during her nearly 42 years as a federal employee, a career that began in Korea in May 1960. "At the time, my husband (retired Army Command Sgt. Maj. Jake Brewer) was serving as the command sergeant major at the Army's Korean Military Advisory Group Headquarters. His assignment allowed our family the opportunity to accompany him to Korea. We became the first enlisted family to live in government housing there," said Brewer.

"After six months of leisure, enjoying the luxury of having a housemaid, I became bored and decided to go to work. Secretarial help was hard to find in Korea at that time, so I applied for, and was hired as an overseas temporary GS-3 secretary in the office of the Surgeon, 7th Logistical Command," said Brewer.

"When we rotated back to the states, I was hired by the U.S. Army Mobility Support Center, then located here at DSCC as a tenant, in the Directorate of Maintenance. When the support center moved to St. Louis in 1964, a move with it was not feasible due to my family ties," said Brewer.

The Army's loss became the gain of the then-fledgling Defense

Construction Supply Center, when DCSC's Technical Operations directorate hired Brewer. A short time later, she was promoted to the position of editorial clerk/steno in the Public Affairs Office, where she worked for almost 20 years.

"Then I applied for, and was promoted to, the position of the secretary of the DSCC commander," said Brewer



about her last position, one she has held for nearly 18 years.

"I've had the privilege of working for seven different commanders. Over the years I've received many awards, but the greatest benefit to me was the association of working with all of these commanders and the knowledge I gained by being their secretary. Their fine leadership in their respective services and the exemplary manner in which they handled every situation, with employees, the community, and their peers, helped me develop personal traits that I probably would not have otherwise experienced," said Brewer.

She says the biggest change she's seen during the years has been how technology has changed the secretarial

position. "I was hired long before the days of the computer, which really revolutionized the position of a secretary," said Brewer. "Before the computer, we had to be excellent 'spellers' and have special skills such as taking shorthand and typing multiple copies. You could say I came from the days of prehistoric administrative support techniques."

Brewer has been active in the community since her arrival in Columbus in 1964. Her primary interests follow the activities of veteran military organizations. She has been the Ohio state president of the Ladies Auxiliary to the Veterans of Foreign Wars -- an organization of more than 50,000 women. In that position, she coordinated an \$845,000 campaign for cancer aid and research, was active in Americanism projects in local schools, community safety projects and drug abuse seminars. She went on to become a national committee member representing Ohio for the VFW's Ladies Auxiliary and

also the organization's national publicity director and membership director.

Brewer plans to spend her retirement enjoying her favorite things, such as cooking, shopping and watching her favorite television shows. "I might even help out from time to time with clerical work at the local USO (United Services Organization) where my husband Jake is the central Ohio director," said Brewer. She and Jake have been married for 56 years. They were high school sweethearts in Hagerstown, Md.

"I love to visit the beach in Florida in the fall. I hope to spend more time doing this and spending some quality time with my grandchildren and great-grandchild," said Brewer. ♦

# DSCC Firefighters Earn Firefighting Certification

By Debi Hybert  
Defense Supply Center Columbus  
Public Affairs

**T**hirteen Defense Supply Center Columbus Emergency Medical Technicians and Paramedics have completed certification requirements for Fire Officer 1 and Fire Instructor 1.

The DSCC personnel completed a week-long course at Bucks County Community College in Pennsylvania.

"The more firefighters we have trained, the better chance we have for an individual to help out and improve the department," said Larry Wolfe, DSCC Fire Chief. "This is a requirement for the individual Fire Fighters to be eligible for promotion and to proceed up the ladder of progression in the Fire Services," he added. ♦



Those certified are: (back row, from left) instructor Tony Riccardi, Wayne Spikes, Peter Anthony, Terry Williams, Scott Bryan, Stephen Meckley, JR Rine, and Bill Kuehner; (front row, from left) Jerry Fuller, Dan Mercer, Lyle Liebreich, Todd Sadler, Larry Stapleton, and Neil McConnell. (Photo by Charles Moffett)

# Shadows Visit DLA Europe

**D**LA Europe hosted more than a dozen very special visitors to celebrate Shadow Day this year. They were the children of DLA-E employees who came to spend the day at the worksite of their parents.



Children of DLA Europe employees design web pages on Shadow Day. The pages began as a brief biography on Punxsutawney Phil. (DLA Europe photo)

As part of the day, Information Technology employees Gabriel Tapia, Joe Laurella and Jeff Peterson helped the children create web pages.

The pages began with Punxsutawney Phil's biography and gradually changed to become individual pages for each child.

The students came from Hainerberg Elementary, Aukumm

Elementary and Wiesbaden American Middle School.

Shadow Day is an annual event for the Department of Defense Dependent Schools in Wiesbaden. For the last two years, Defense Logistics Agency Europe's participation has included web page creation.

Shadow Day, sometimes called "Bring Your Children to Work Day," is always around Groundhog Day, February 2, at DLA Europe. And Punxsutawney Phil always plays a leading role. ♦



Reva makes her personal web page with help from Joe Laurella, a communications specialist in the DLA Europe Information Technology Section. (DLA Europe photo)

# DSCR Keeps Periscope Down

By Sue Smith  
Defense Supply Center Richmond  
Public Affairs

**R**emember the Mother Goose tale that goes "For want of a nail the shoe was lost. For want of a shoe the horse was lost. For want of a horse the rider was lost. For want of a rider the battle was lost. For want of a battle the kingdom was lost. And all for the want of a horseshoe nail."

That's a result the Navy won't have to face thanks to teamwork, ingenuity, and fast action by Product Center 4 at Defense Supply Center Richmond, the Navy, and the contractor, DalDen Corporation.

In the Navy's case, the lost nail was monosodium salt of N, N-dihydroxyethyl glycine (DEG), a major ingredient in the manufacture of monoethanolamine chelating agent (MEA). In turn, MEA is used in the carbon dioxide scrubber on board submarines to remove CO<sub>2</sub> from the atmosphere. The scrubber is a critical system in the closed environment of submarines because if it fails, increased levels of carbon dioxide can prove fatal to submariners.

Our tale begins in June 2001, when DalDen Corporation, the contractor who had supplied the Navy's requirements for MEA through its long-term contract with DSCR since June 1999, reported to the supply center that it had ceased production of the agent and would not meet its August delivery of 1,000 five-gallon cans of the product.

The reason for the halt in production, according to Patti Wilson, a chemist in DSCR's Product Center 4, was due to DalDen's inability to acquire DEG from its sole source supplier for the raw material.

When workers in the product center did the math, they found there was less than a six-month supply in inventory to support the entire fleet. They quickly realized time was the enemy, and the battle to keep the Navy's submarines supplied with MEA began in earnest. The product center alerted Naval Sea Systems Command (NAVSEA), which in turn, issued fleet advisories detailing conservation methods and instructions to work out a sharing plan among themselves.

At the same time, Wilson contacted chemical engineer Al McCarrick at the Naval Surface Warfare Center (NSWC), and the pair began the search for a source for the DEG. They found four potential suppliers, Wilson said, but after reviewing the specification requirements and critical timeline involved, their most favorable option was DOW Corporation in the United Kingdom.

The DOW material, known as Versene DEG, contained the same active ingredient as the DEG, Wilson says, and was thought to be potentially a direct replacement for the raw material. However, DOW's product was produced only in the United Kingdom and would have to be tested by DalDen and NSWC, the engineering support activity.

A mutual decision was made by DSCR and NSWC to test the raw material against the military specifications. Subsequently, DSCR provided \$15,000 for the set-up and design of a mini-scrubber, testing and analysis of the Versene DEG.

But the battle against time was far from over. The two, one-pint samples DOW/UK air shipped to DalDen and NSWC did not pass the color test, so another batch had to be prepared for sampling. And time was running out – requisitions from the Fleet Industrial Supply Center Pearl Harbor had reduced DSCR's assets to just 13 drums and 173 cans of MEA.

NSWC also had found a potential stumbling



Patti Wilson, a chemist in DSCR's Product Center 4, helped ensure the Navy's submarine fleet was able to maintain operations worldwide. (Photo by Jackie Palmer)

See *Periscope*, page 40

block. Review of the material safety data sheet on the DOW DEG revealed the chemical had an elevated amount of a trisodium nitrilotriacetate (NTA), a suspected carcinogen. DSCR and NAVSEA contacted Crane Division with instructions to develop a test method for this material in the exhaust of the lab's scrubber. Analysis of this test revealed concentrations of NTA were well below the Occupational Safety and Health Administration's (OSHA) exposure limits.

The product was acceptable.

"We could finally see light at the end of the tunnel," Wilson says.

The next challenge was to coordinate the shipment of the DEG from DOW/UK to the United States. The shipment exceeded the International Air Transport Association's allowable amounts for air transport, she said, so the raw materials had to be transported via a two-week vessel trip before reaching the United States.

Wilson tracked the vessel, and its precious cargo every step of the way from Port Felixstowe, Great Britain, through the Port of Charleston, S.C., to its arrival in the Port of Houston, Texas.

Within five hours, the DEG had been offloaded and had arrived at the DalDen plant in Dallas, Texas.

There it was blended with other ingredients to formulate the final product, an MEA chelating agent, and tested once again, by DalDen and NSWC. The final blended product was slightly out of range for color and alkalinity.

Wilson coordinated the results with the Naval Sea Systems Command (NAVSEA), which concluded the non-conformances were negligible and recommended continuation of the procurement action.

DalDen shipped 103 drums of MEA the next week, and production of MEA is now back on track.

"Thanks to the joint efforts of DalDen, the Crane Division of the Naval Surface Warfare Center, the Naval Sea Systems Command and DSCR," says Marine Col. Ross Pennington, director of Business Operations at DSCR, "we have been able to prevent the degradation of submarine fleet operations worldwide."

DSCR found the nail, and teamed with the Navy to shoe the horse, and now the knights and their steeds are ready to go to battle whenever and wherever needed. ♦

## Two DLA Security Officers Complete HAZMAT Training

By Don Wagner  
DLA Public Affairs

**D**LA security officers Lt. Larry R. McCauley and Cpl. Francis "Boe" Slusarz recently completed a rigorous hazardous material training course.

According to McCauley, the HAZMAT training consisted of learning how to don structural firefighters' protective clothing, the Positive Pressure Self-Contained Breathing Apparatus and other chemical-protective clothing and equipment.

"We were also taught operational considerations, incident-specific actions, biological, nuclear, radiological, incendiary and chemical related actions as they apply to the fire department, emergency medical services and law enforcement," McCauley said.

McCauley and Slusarz may now enter the Hot Zone -- areas immediately around an incident where a

serious threat of harm exists.

"I always thought that when I saw HAZMAT personnel dress out that it wasn't necessary," Slusarz said. "Now I see the need for it. All police and security personnel should take this course as we are usually the first ones on scene.

"With the job that we have here you never know when you are going to come into a situation with an unknown substance or object," Slusarz said. "The HAZMAT training prepared us to be the first responders to any given situation either inside DLA or on the DLA grounds."

According to McCauley, this class was "a step above what we have been able to respond to and contain. Now we can suit up and not only respond but go in and make the situation safe, and possibly clean up the spill if it is not too overwhelming."

According to Edward Flanagan, chief of HQC DLA security, the train-

ing came as part of a plan to enhance DLA's law-enforcement and security forces.

"DLA upper management wanted me to make law enforcement and security a world-class organization," he said. This police force has come a long way in a very short time, according to Flanagan. "We are getting better at what we do every day."

In addition to this HAZMAT training at DLA, the Agency has started several other programs such as Top Shoot and physical fitness programs with the support of DLA upper management.

McCauley, a policeman and security day-shift supervisor, has worked for DLA since 1981. Slusarz retired from the Army after 20 years as a military policeman before joining DLA Law Enforcement and Security. He has been with the Agency for 18 months. ♦



# DLA Wins CFC Communications Contest

By Lynn Gramling  
Information Operations, J-6

The DLA Headquarters had a great Combined Federal Campaign (CFC) in 2001. Linda Hunt, the Campaign Manager, led her volunteer team over the top of the \$300,000 goal by collecting \$362,740.34! The campaign goal success was quickly followed by the first-ever DLA submission to the CFC Communications Contest. The first competition was in December 2001 at the Defense Department level, where DLA took first place in four categories: Continuing Coverage, Kickoff Ceremony, Photographic Coverage, and Essay; and second place in Front Page Story.

The next phase in the communications contest took place in January, at the National Capitol Area (NCA) level. Again, DLA came out a winner in two categories:

first place in Kickoff Ceremony and first place in Photographic Coverage.

The 2001 CFC Team was especially proud of winning in the Best Kickoff Ceremony category. The DLA headquarters Kickoff took place on October 4, 2001, and the turnout was extraordinary – standing room only. Local ABC television sportscaster, Rene Knott, was the keynote speaker. The kickoff's theme was Patriotism, in response to the national tragedy on September 11th. The finale included a CFC volunteer parade, led by two clowns whose costumes also reflected the red, white, and blue theme. The parade wound its way through the aisles of the McNamara Auditorium, as CFC volunteers gave away American flags and CFC souvenirs. A visitor to DLA was heard to say: "I've seen a lot of CFC events, and on a scale of one to ten, this is a twenty!" ♦

## Medical Directorate Wins Award

By Dena Selkow  
Defense Supply Center Philadelphia

The Defense Supply Center Philadelphia Medical Directorate and the DMLSS Program won an award for innovative information technology accomplishments. In their 14th Annual Government Awards Program, Post Newsweek Tech Media Group, publishers of Government Computer News, honored DSCP and nine other government agencies that have significantly improved service to the American public through technology.

Ten years ago, during Operation Desert Storm, the Defense medical supply chain was called into action. At that

time, on-hand supplies were found not only to be stale, but not the products needed by the physicians in the field. Learning from that experience, the Department of Defense established the DMLSS, a 10-year sustained effort to use information technology to improve efficiency and effectiveness.

Army Col. Don Buchwald said in the nine years since then, DoD has increased its use of electronic commerce from 10 percent to more than 80 percent of its supply transaction, the amount of medical stock maintained in the depot system dropped 80 percent and its average supply request response time has dropped from 71 days to 15 days. Buchwald is the director of DSCP's Medical Directorate, and

accepted the award, along with U.S. Air Force Lt. Col. Steve Wolfe.

"DMLSS continues to dramatically improve every aspect of this \$2.5 billion-a-year DoD medical enterprise. By employing leading-edge electronic commerce solutions, DMLSS has radically streamlined the distribution of medical supplies to both peacetime DoD hospitals and deploying forces and made it a model for the entire federal logistics community," Buchwald said. "Today, a modern just-in-time inventory system, the first of its scope in DoD, provides medical supply support with response times measured in hours, not days or weeks." ♦

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# Customer Support Center Wins Excellence Award

PR Newswire

**T**he Battle Creek Customer Support Center of DLA was awarded the Government Agency Award for Excellence for dramatically improving customer service with Magic Solutions' service desk technology. Magic Solutions, is a Network Associates Inc., business.

This prestigious annual award, granted by the Post Newsweek Tech Media Group in Washington, D.C., recognizes key government information technology achievements that improve service to the American public through technological innovation.

The Battle Creek Customer Support Center, which performs customer support functions for the Defense Logistics Information Service and the Defense Reutilization and Marketing Service, implemented Magic Solutions' service desk technology to better manage an influx of 20,000

customer service calls per month. The Support Center functions as the central point of contact for all customer inquiries about the location and availability of 6 million military supplies.

In order to provide customers with more efficient, more effective service, the Support Center integrated Magic Total Service Desk suite, a customizable, browser-based service desk solution, and MagiCall, Magic Solutions' computer telephony integration solution.

Magic Solutions' service desk software routes incoming calls to the appropriate Support Center agent and enables that agent to access business-critical data and resolve customer issues quickly.

Customers have benefited from markedly improved service delivery since the Support Center migrated to Magic Solutions. The average customer wait time has decreased from two minutes to just six seconds. Similarly, the Support Center's abandoned call rate has fallen from 50 percent to less than 1 percent. ♦

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## A Local Salute to American Heroes

By Stacy L. Umstead  
Defense Distribution Center  
Command Affairs

**O**n February 18, the Red Land Coalition and the Fairview Township Business Association, York County, Pennsylvania, honored local American Heroes in a ceremony at Red Land High School.

Capt. Chris R. McKelvey, SC, USN, the Commander of Defense Distribution Depot Susquehanna, Pa., and Sgt. 1st Class Deneen Diggs, USA, from Defense Distribution Center were among those honored.

Members of the Armed Services, local police and fire departments, and emergency medical technicians were honored for their service to their country. One of the speakers at the event, Pennsylvania Senator Jeffrey E. Piccola, 15th Senatorial District, stated, "Our local volunteers here today, give back great rewards in non-monetary ways." ♦



(Photo by Sherre Mitten-Bell)

# DLA Procurement Plan Ahead of Schedule

By Sharon Ranoia  
Project Manager  
Information Operations, J-6

**O**n Feb. 6, DLA Vice Director Rear Adm. Raymond Archer, presented a group award to a project team at the DLA Systems Integration Office, Philadelphia, Pa., for their accomplishments on completing the SAMMS Procurement by Electronic Data Exchange (SPEDE) Hardware project -- seven weeks ahead of schedule.

A General Accounting Office finding on small purchases stated that DLA must make the hardware commodity procurement system more competitive due to overpricing issues. The DLA hardware centers were mandated to implement com-

petitive bid solicitations at the earliest possible date.

The SPEDE hardware initiative, which provides for competitive bid solicitations, had just started when this mandate was received from the Department of Defense. The original project plan included a schedule of deployments beginning in mid-March and continuing through April 2002. The DSIO Philadelphia SPEDE hardware team met the new DoD challenge and accelerated the original schedule by seven weeks. They were able to do this while meeting all major project milestones, and without sacrificing the quality of the end product.

In addition to the competitive bid solicitations, the SPEDE hardware

initiative also provided for other enhanced functionality, additional Electronic Data Interchange capability, and a rehosting from a Unify and DOS based environment to an Oracle Database and Windows environment.

SPEDE hardware was deployed for the General & Industrial Commodity at the Defense Supply Center Philadelphia on Jan. 28, and at the Defense Supply Center Richmond on Feb. 11.

Completion of this project in the timeframe mandated by the DoD is evidence of DLA's commitment to support DoD and its directives by providing systems that incorporate best business practices. These new business practices translate into significant savings for military and federal customers. ♦



(left to right) Christine Oczkowski, Geralyn Convery, Raymond Miller, Tuong Huynh, DLA Vice Director Rear Adm. Raymond Archer, Robert Faas, Steven Borgesi, and Sharon Ranoia. Not pictured, Joseph Adelizzi.

*Spirit of 9-11*



**"LET'S ROLL!"**