

Dimensions

Defense Logistics Agency

Winter 2002



★★★ From the Director

As our Nation continues its fight against global terrorism, I am confident that the DLA work force will meet any challenges with utmost dedication. DLA employees are resolved to provide best value logistics support to America's Armed Forces, in peace and war. You have consistently responded with professionalism to past challenges, and have risen to the call again in support of Operation Enduring Freedom.

Our DLA team is working diligently to ensure that food, clothing, medicine, spare parts and fuel are delivered to warfighters in the best timeframe, at the best cost. This is a responsibility we take seriously and execute proudly. Our support infrastructure operates 24 hours a day, 7 days a week to expedite and streamline logistics support to all our customers in the field, at sea, or in the air. Your efforts are proving that the spirit of America is alive and well.

In the past several months, I have traveled to many DLA field activities. Whether at a distribution depot, an inventory control point, or in a contingency support team, I have observed DLA employees and seen the pride and dedication you take in the myriad of tasks you perform. Our continued emphasis on serving the customer is the hallmark of all the DLA activities I've visited. That focus will provide the solutions to the challenges we face in supporting the warfighter.

You continue to focus on the immediate needs of our warfighters, while maintaining ongoing programs to embrace change within our Agency. Innovation and change are the first steps in our process to refine our worldwide logistics support mission. As you seek new and innovative solutions to ongoing issues, you enable DLA to provide a timely, better quality product, for less overall cost. You strive to ensure that in this time of con-



stantly changing environments, the quality of DLA support remains excellent.

The commitment and dedication of the DLA work force is something you all can be proud of. I know I am. I encourage each of you to keep focused on the tasks we have at hand, and continue to strive for new successes. Now, more than ever, it is critical for DLA to remain at the forefront of logistics support – our Armed Forces deserve nothing less than our best. ♦

A handwritten signature in orange ink, appearing to read "J. Shippert".

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Defense Logistics Agency

Director

Vice Adm. Keith W. Lippert, SC, USN

Staff Director, Corporate Communications

Col. Sanford McLaurin Jr., USAF

Chief, Public Affairs Division

Gerda Parr

Editor

Mimi Schirmacher

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Customers Seek Best Value From Business Systems Modernization

By Jim Katzaman
DLA Public Affairs

As Business Systems Modernization ripples throughout DLA making work easier for employees, officials say all will be for naught without vast improvement in product selection and price for customers.

BSM and DLA's success in the 21st century will depend on how well state-of-the-art business practices enhance the Agency's role for providing the "Right Item, Right Place, Right Time, Right Price ... Around the Clock and Around the World" to its customer, the warfighter.

According to George Allen, deputy commander of Defense Supply Center Philadelphia, that means "providing best-value solutions to our customers by giving DLA an infrastructure that supports flexible, modern supply chain concepts."

Delivering best values to customers, along with improved customer service, he said, will be the most visible outcome to outsiders when BSM is fully operational in fiscal 2005. How well this succeeds will depend on internal BSM goals such as enhancing work force training and skills, information technology replacement and reengineering processes.

Allen, and Linda J. Furiga, the DLA Director of Financial Operations, are both members of the DLA Modernization Executive Board and are the point persons for making sure the Agency offers best-value products for customers.

Talking about how BSM will

change the Agency's financial processes, Furiga said, "Today it's very difficult to track transactions through the systems we use. We also don't have the kind of cost reliability

"Best value solutions encompass all four of the Balanced Scorecard quadrants including customer, innovation and learning, internal business and financial perspectives. The goal of BSM strategy is to let DLA adopt proven and successful business practices used in the commercial marketplace."

-- George Allen

we need for making decisions and for setting prices."

When BSM is fully implemented, Furiga said, "The data we use will be much better. Financial transaction

information will be more accurate; we will use the standard general ledger; and decision makers will get timely, accurate info."

Some of the major benefits developed during the BSM financial management reengineering effort are related to the new system itself. With the current legacy systems, financial data is not often available until three to six weeks after the end of the month. This is due primarily to data residing in several different systems, different cycle times of data processing and lack of financial data ownership.

Furiga also noted that the Defense Finance and Accounting Service is "participating in a big way" in BSM development as that service's financial policies and procedures influence how BSM is developed at DLA.

"DFAS people were members of the team that developed functional requirements prior to award of our initial contract with Accenture," Furiga said. "They have senior management as members of the BSM Executive Stakeholder's Group. There are four BSM team members from DFAS involved in configuration, policy, DFAS-related training and organizational development and other transition-related issues. More will be added as necessary."

Furiga added that DFAS has "participated, reviewed and developed blueprint subprocesses that cover their primary mission -- providing accounts payable, accounts receivable, and financial reporting services to DLA. Within those blueprints, these new 'to be' subprocesses included both DFAS and DLA roles."



George Allen, deputy commander of Defense Supply Center Philadelphia, speaks at a recent BSM meeting. (Photo by Thomas Wilkins)

BSM is DLA's principal strategy for obtaining a clean opinion from the auditors on the Agency's supply management financial statements. In working to configure the system for implementation, the financial team has two purposes: use commercial processes, to the maximum extent possible, without violating a law or regulation; and ensure the processes meet Joint Financial Management Improvement Plan and chief financial officer compliancy mandates.

Furiga and Allen see these benefits arising from BSM:

- Automated funds control;
- Ability to value inventory for pricing and external reporting;
- Ability to better identify cost drivers;
- Integration of financial data with logistics data;
- More timely payments to vendors; and
- Data ownership in one system.

"We are working very closely with DFAS on the BSM project," Furiga said. "We both know that in the future the financial jobs will be different because the processes will be different."

One of the outcomes, according to Furiga and Allen, will be a fundamental shift in the way DLA sets prices. Today, the Agency has one standard sales price for most items

that covers all costs. However, Allen said, not all customers require the same level of service. The result is that DLA customers subsidize those that need premium services.

"In our new model," Allen said, "we propose to charge customers for required services over and above our standard service. For example, our sales price will include standard shipping time. If customers require an item sooner, they will pay an added charge for that service. This will give customers incentive to order in a more deliberate manner."

Customers thus will pay for costs they incur, lowering DLA's standard sales price. Meanwhile, DLA will offer incentives to customers to buy more efficiently.

"During our collaboration process, using these better planning tools," Furiga said, "we will identify specific buying patterns of our customers. By analyzing their buying habits and individual requirements we may be able to help customers satisfy their requirements at lower overall cost."

BSM best-value solutions also have a strong tie to "financial" and other quadrants of Balanced Scorecard, DLA's management process that links long-range goals, strategies and outcomes to the daily activities of an organization, as Allen explained.

"Best-value solutions encompass all four of the Balanced Scorecard quadrants including customer, innovation and learning, internal business and financial perspectives," he said. "The goal of BSM strategy is to let DLA adopt proven and successful business practices used in the commercial marketplace. It is imperative that financial is in balance with the other quadrants or perspectives. If you cut costs but don't have the proper balance and alignment with the other quadrants, you achieve no progress or gains."

Allen also noted that as customers benefit, so too will DLA employees who will see the Agency

move to full use of enterprise resource planning.

"For the first time, DLA will have the flexibility to provide tailored logistics support to our customers across all the DLA commodities," he said. "BSM will provide improved DLA support to the warfighter and quick access to global inventories and industry surge capabilities to fully integrate customer and supplier information. Our work force will have the tools they need to provide exceptional service for our customers."

All of this, Furiga said, adds up to a fundamental change in the way business decisions are made at DLA.

"In the future," she said, "DLA senior managers will be able to get the financial information they need to make decisions and they will be held accountable for those decisions."

The future envisioned by Furiga, Allen and the rest of the DLA Modernization Executive Board will have managers measured and held accountable to outcome-based performance measures, many of which have financial outcomes. This will be helped along by better access to more timely and accurate financial information.

"The Integrated Customer Team organizational structure will also improve business decisions," Furiga said. "It will include members from functional areas who will act as one team to support both our customers and vendors."

She allowed that DLA has ambitious strategic and business goals from now until 2005 when implementation is completed and through the follow-on years as savings begin to materialize.

This is why, the director of financial operations said, "BSM financial processes, system improvements, and resulting best-value solutions are critical to DLA's success. Even more critical is our work force, who is showing once again that they are the most innovative and the most adaptable to change in government." ♦

Knowing Customers Better Than They Know Themselves

By Jim Katzaman
DLA Public Affairs

Knowing what customers want before customers know they want it has almost psychic implications. Yet, this is where DLA plans to be within the next four years as its Business Systems Modernization takes shape.

One of BSM's goals is to improve customer service by collaborating with customers and suppliers. Managing the customer is one key facet of the BSM strategy, which also includes information technology replacement, process reengineering, best value solutions and work force training and skills. Christine Gallo, DLA executive director of Business Modernization in Logistics Operations, J-3, and Steve Bennett, Defense Supply Center Columbus deputy director, are prime movers in BSM's customer support arena. They are two of the DLA executives leading the change, along with hundreds of other DLA workers at a variety of activity sites, who intend to test, modify and put in place processes to benefit both customers and employees by fiscal 2005.

This effort begins with the concept demonstration covering a select number of customers, suppliers and employees. Best practices learned from concept demonstration will be incorporated in subsequent releases of BSM.

The success of the customer-support part of BSM will rely heavily on collaboration between the Agency and its customers, according to Bennett.

"Collaboration is a two-way street," he said. "Today we're kind of in a guessing game. Our expectations could differ from customers' expectations because there's no mutual understanding. The result can be an unhappy customer."

"With collaboration," Bennett said, "we and our customers can come together on these issues. We'll have a better understanding of who is responsible for what with both sides doing things to improve support."



Steve Bennett, Defense Supply Center Columbus deputy director, at a BSM meeting recently held at DLA. (Photo by Thomas Wilkins)

Ultimately, he added, "I see us eventually becoming like Radar O'Reilly on that television show M*A*S*H. Radar could always predict the commander's requirements before he said what he wanted. That's what I see us eventually becoming, the Radar -- people so close to customers that we're going to know customers' requirements before they do."

To support this two-way communication, service level agreements will be developed between DLA and its customers. The agreements provide a framework for what the customer may expect from DLA and DLA may expect from the customer in terms of planning, services, and ongoing communications. According to Gallo, these partnerships will build strong alliances.

Getting to that point will not be an overnight process, with people's willingness to change being a crucial factor, according to Gallo. She noted that, "several roles and functions within DLA are going to change, and probably change significantly." With those changes, she said, workers will gain increased responsibility and have more influence in day-to-day decision making.

"Today," Gallo said, "a lot of our systems make the decisions. Tomorrow, while the system is going to assist us and give us better information, the worker on the floor is going to have to make more decisions and to be able to bring together information to make better and more informed decisions."

Along with more responsibility will come more accountability, according to Gallo. She envisions a world in which progress will be measured against expectations. There would also be direct links between customer requirements, how DLA fills those requirements and how DLA people support the customer.

"Many folks are going to see much more involvement with the customer than they had before," Gallo said. "Today, it is sometimes difficult for people on the floor to appreciate and understand how the critical services they perform equate to customer requirements. Tomorrow, they will see a



DLA Modernization Executive Board member, Christine Gallo, discusses BSM and Customer Relationship Management with J.J. Miller and Don Neri. (Photo by Thomas Wilkins)

strong link between their actions and their effect upon customers."

Both Gallo and Bennett agreed that DLA workers will "win big" with BSM. "They're going to have job enrichment because they're going to be able to make decisions that they couldn't do today based on better information that will be available to them," Bennett said.

Again, he pointed to DLA workers as the key component in adopting BSM changes.

"The simple part is putting in the system," he said. "The difficult part is implementing the processes for that new system. Change is going to occur. Managing that change is perhaps the most

challenging part of this whole effort.

"There are going to be some significant changes: how we talk to each other, our relationships with our customers, the job that the person is doing is going to be different, and the technology is somewhat different. How we manage that and how we bring people along is a

very important part of the total program."

Gallo said that when the BSM concept demonstration begins in the fall of 2002, test sites will start to use some of the collaboration tools with customers. That phase will run for about a year. Then DLA will start transitioning the rest of the work force into the process, adjusting the system along the way, based on lessons learned.

Within the initial small groups of employees and customers, Gallo, Bennett and other BSM managers want to make sure learning takes place along with change. "That will help us change with a greater number of people," Bennett said.

"I'm really excited about this," he added. "From what I've seen, our work force is behind us as we learn to provide better support to the customer and tailor that support better than ever." ♦

Executive Board Is Renamed

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

The Defense Logistics Agency 21 Executive Board has changed its name and will now be known as the Modernization Executive Board to better reflect its expanded focus and purpose.

"DLA-21 was initially formed to help realize the five pillars of the DLA Strategic Plan 2000 and their associated tenets," according to Capt. John R. Lantelme, deputy executive director of DLA business modernization in headquarters Logistics Operations (J-3).

Since its inception, the board has spent most of its time on the business systems modernization pillar. According to Lantelme, the board will now expand the business modernization focus to include customer relationship management, distribution planning management system, and other emerging efforts.

The board, chaired by Rear Adm. Raymond A. Archer III, DLA vice director, consists of the Agency's executive director; directors of human resources, information operations and financial operations; and the deputy director of logistics operations, plus DLA field activities. Wide representations of non-voting associate members also attend the bimonthly meetings.

"All new initiatives and changes on how we modernize our business will come through the board to ensure they are properly coordinated," Lantelme said.

The board's charter covers managing all aspects of business modernization. These include:

- Defining and articulating the end-state vision;
- Sponsoring reengineering proposals;
- Ensuring coordination between all modernization efforts;
- Assuring a standing forum for communication;
- Brokering resolution of policy and process with initiatives;
- Shaping the corporate modernization environment;
- Providing an integrated Agency voice for approaching external stakeholders; and
- Providing an enterprise-wide direction and focus by ensuring modernization efforts contribute to an enterprise-wide business architecture.

"As the world in which the warfighter operates becomes increasingly complex, the logistics support infrastructure must evolve to keep pace," Lantelme said. "The Modernization Executive Board has made a transition to effectively guide DLA's efforts to reengineer our business and to ensure continued support to our forces, now and into the future," Lantelme said. ♦

"Tomorrow, they will see a strong link between their actions and their effect upon customers."

- Christine Gallo

DDC Holds BSM Workshops

By Polly Charbonneau
Defense Distribution Center
Command Affairs

A key element to the successful implementation of Business Systems Modernization is keeping our employees informed — both about how the BSM effort is unfolding, as well as how BSM will help DLA transform itself, to become even more efficient and customer-focused. Various techniques — including articles, and a BSM web page — are being used to share BSM information. Additionally, each of the DLA sites involved in Concept Demo — Defense Supply Center Columbus, Defense Supply Center Philadelphia, Defense Supply Center Richmond, Defense Distribution Center, and DLA Headquarters — has conducted "face-to-face" information events that include an opportunity for questions and answers.

The format for these sessions varies based on a variety of factors. Sometimes large events such as Town Halls or Open Forums are used; other times, smaller targeted groups are the primary audience. For example, DDC has used the latter to "spread the BSM word" (as well as to get employee feedback — that is an essential part of any communication effort). Thus far, approximately 25 information sessions — involving 75 percent of the DDC headquarters staff — have been conducted. Several more sessions are planned to include 2nd and

3rd shift, and weekend employees. Each session has lasted about an hour and provides a brief history and general information on BSM. Discussion is encouraged, questions are noted, answers are researched and then posted to the DDC BSM web page.

"You hear all these acronyms: BSM, COTS, SAP — it was great to get a comprehensive explanation of where DDC and DLA are going to continue to provide exceptional customer service," said one DDC attendee.

"Although most employees have heard of BSM, these sessions are a great opportunity to find out more about the BSM program in general; specifics of the Concept Demo or 'Release 1' of BSM planned for the fourth quarter of fiscal 2002; and how one's particular organizational unit might be impacted or involved. To implement cutting-edge software and world-class business practices," said Phyllis C. Campbell, DDC Deputy Commander, "we must live up to our commitment to provide DLA employees with the appropriate tools. Certainly, that includes providing timely, consistent, and reliable information, and these information events being conducted at the various sites are a vital component in the BSM communications efforts." ♦



Employees of the Defense Distribution Center learn more about Business Systems Modernization. (Photo by Stacy Umstead)

DLA Team Deploys to Egypt, Eyes on Afghanistan

By Cmdr. Mary Hanson, USNR
DLA Public Affairs

As most of the world focused last fall on the U.S. and Afghanistan, a dozen DLA "ambassadors" carried the DLA vision and mission to Egypt. Only one week after the terrorist attacks, the DLA Contingency Support Team (DCST) for Exercise Bright Star began its work well beyond the spotlight -- while awaiting possible diversion directly into the spotlight of the developing war zone.

"It could have been extended, or

reassigned; there was a lot of uncertainty because of the terrorist attacks," said Brig. Gen. John Levasseur, USAR, Director of Reserve Mobilization for DLA's Joint Reserve Forces (J-9), and a district manager for AT&T.

The DCST was not diverted or extended. Beginning with advance party deployment September 17 until mission completion in late November, DCST Bright Star conducted its mission as planned -- although scaled back from its originally-intended size.

Yet DCST Commander Emmet



Water for Bread - Army reserve Col. Emmet O'Hare, DCST Commander for Exercise Bright Star, inspects bread baked by the French Army bakers for U.S. forces in the-ater. In a mutually-beneficial swap, U.S. forces gave the French water and French forces gave the U.S. bread in return. (Photo by Gunnery Sgt. Ruben Ellis)

Continued on next page



Class I supplies, first-class – Col. Emmet O'Hare, DSCT Commander for Exercise Bright Star, and a food service sergeant from a deployed unit, inspect a tri-wall container of fresh fruits and vegetables (FF&V) just received in theater. The FF&V passed inspection and were quickly devoured. (Photo by Gunnery Sgt. Ruben Ellis)

O'Hare, a reserve U.S. Army colonel and Director of Aviation for the State of New Jersey, will always remember this mission in part for those possibilities and their impact on his family -- and the very real potential for real-world risk in that part of the world in late September and early October 2001.

"It was traumatic for everyone," said O'Hare, referring to his wife, two sons, two daughters-in-law, and four grandchildren. "I spent time with each of my children and grandchildren before I deployed (in early October). I left them upbeat, but my daughter (in-law) said in later emails that she was very worried."

One Team, one focus

Another less dramatic but more significant difference marked this DCST from others preceding it: its composition. The 12 team members working under O'Hare included four civilians, four reservists, and four active duty personnel - the first time a DCST was composed with such a balanced mix.

For O'Hare, this led to a satisfying and educational experience as DCST commander. "I learned how best to manage an organization that was comprised of military -- active

and reserve -- plus civilians. Luckily I had highly motivated personnel from all areas and they really enjoyed the challenges of the work," he said.

Among the DLA civilians deploying to Egypt, two came from Defense Logistics Agency Europe, one from Defense Supply Center Columbus, and one from Defense Supply Center Richmond.

Although the Bright Star deployment was his first in nearly 25 years as a DLA civilian, Mike Sullo from DSCC was not surprised to be sent abroad. His expectations were shaped in part by his 20 years of Naval service. His wife, who also served in the Navy, likewise took the deployment in stride.

Others, though, were surprised and even shocked at Sullo's deployment to Egypt.

"It surprised a lot of people, who think that's a job just for the mili-



Filters for Purity – Col. Emmet O'Hare, DSCT Commander for Exercise Bright Star, examines a filter element for a Reverse Osmosis Water Purification Unit. DLA is responsible for repair parts for the units, thereby ensuring the availability of fresh water in theater. The filter is cut apart to show the many layers of filter elements and how they act to purify the water and remove salt and other impurities. (Photo by Gunnery Sgt. Ruben Ellis)

tary," said Sullo, a Class 9 Expediter in Bright Star. "I think civilians - especially those with a lot of DLA experience - can give a lot to this."

Active duty Navy commander James Workman found the mixture of active, reserve and civilian DCST

members to be "very productive," because each person brought a unique set of skills.

"Regardless of background - active, reserve or civilian - each person was an essential and fully engaged team member. As a group, this diversity led to a highly effective organization," said Workman.

Complex preparations

DCST Bright Star made milestones in other ways as well, according to DLA's Deputy for Contingency Plans and Operations and its DCST program manager, Carole Christensen (J-341). Responding to a recommendation by a Combat Support Agency Review Team (CSART) during its 2000 review, DLA structured and trained the Bright Star DCST for full time "on-site" expertise in the support areas of fuels, subsistence, repair parts, and disposal of hazardous material. DLA also

positioned DCST members at points of departure and embarkation, thus ensuring in-transit visibility of the DLA support moving through the logistical pipeline. "We also conducted advance planning with U.S. Central Command (CENTCOM) and its components," said Christensen. "This ensured that both the warfighter and the DCST were fully aware of their mission and chain of command."

Exercise planning is nothing new for J-341, which administers DLA participation in all exercises. DLA participates in 26 exercises each year, and J-341 plans for all of them. However, because of its complexities, Exercise Bright Star requires two full years of planning - twice as long as the typical exercise.

The pre-planning, training, and careful positioning all paid off.

"Following this year's Bright Star, DLA's DCST received "high marks" from CENTCOM for the support

Continued on next page

provided during its premier exercise," said Christensen.

Real-world feel

DLA has been deploying DCSTs for exercises since 1993. Last year marked the fourth time DLA sent a DCST to Exercise Bright Star. Bright Star differs from other exercises in its 'real-world' feel; while most exercises are composed of simulations or command post exercises (CPXs), Bright Star is a field training exercise (FTX.)

"Deploying for an FTX gives DCST members a real feel for the operational environment, including force protection issues, of supporting the war fighter," said Christensen. "Bright Star is the best example of how things ought to work."

DCST Bright Star truly represented "One team, one focus, around the clock, around the world:" One team - it included an equal number of all three DLA employee categories; one focus - it supported the warfighter; around the clock - it responded to the need regardless of day of the week or time of the day; and, around the world - it operated in Egypt but was prepared to deploy to another operational area if required.

Although the team did not deploy to Afghanistan, its work had a direct impact on those who did, according to O'Hare.

"We were directly asked by the CENTCOM deputy commanding general and the J-3 to ensure that the Marines and 3rd Armored Cavalry Regiment were fully mission capable when they redeployed - because of potential Operation Enduring Freedom missions. The DCST was instrumental in helping the units get all of their repair parts and other supplies so they were at high states of readiness when they redeployed," he said.

Those same Marines entered Afghanistan in November 2001. ♦

DLA Civilians Deploy Too?

By Joint Reserve Force (J-9) Directorate

The DLA Contingency Support Team sent to Egypt for Exercise Bright Star included an equal number of civilians, active duty military and reservists. While that fully-balanced structure was new, sending DLA civilians abroad as DCST members isn't new at all. In 2001, at least 20 DLA civilians deployed to overseas locations on the DCSTs. Civilians accounted for more than half (four of seven) of the DLA employees sent to Uzbekistan in late 2001 for DCST support of Operation ENDURING FREEDOM. About 160 DLA civilians have deployed since 1995 on DCSTs to Operation JOINT FORGE in Bosnia, and since 1998 to Operation JOINT GUARDIAN in Kosovo. Most of the 150 or so DLA employees sent to Haiti in 1994-95 were civilians.

Mike Sullo of Defense Supply Center Columbus was one of four civilians to deploy to Exercise Bright Star in 2001. As a Class 9 expeditor, his mission in Egypt was "to get repair parts to the customer quickly." His prior military (Navy) experience in supply and transportation led to other missions as well; for example, he taught classes and gave demonstrations in web supply applications.

"I pitched in, whatever they wanted me to do," he said.

Sullo wanted to deploy, "to see how the Army operated, since I was most familiar with the Navy." Although it was his first deployment as a DLA civilian, he wasn't surprised to be called - even though it happened more suddenly than expected.

Scheduled to deploy in October, Sullo instead received a call Sept. 18 asking him to report to Tampa, Fla. the very next day. He was gone for nearly seven weeks.

"It didn't surprise my wife, who was also in the Navy," said Sullo. "But it was a shock to my boss--especially how quickly it happened and how long I was gone."

Sullo thinks it's important for DLA civilians to deploy, because they bring into the field their experience in day-to-day DLA operations, and their networks of contacts both within and beyond DLA. But they also bring something important back from the field - a better understanding of how their own work affects the military forces.

"Being out there with 'the troops' changes a person's perspective....it gives your job a sense of purpose," said Sullo. ♦

Reserves Augment Joint LRC

By Cmdr. Mary Hanson, USNR
DLA Public Affairs

Like Americans everywhere on Sept. 11, reservists assigned to DLA asked, "What can I do?"

For the Naval Reserve DLA Contingency Support Team (DCST) staff, the answer came quickly.

"I got the call at 3 p.m. Sept. 11th," said Cmdr. Mike Krebs, a corporation income tax auditor for the State of Maryland. "I was on board the next day."

DLA wanted their reservists to help staff the 24-hour Crisis Action Team in the Joint Logistics Readiness Center (LRC), part of DLA's Contingency Plans and Operations Branch (J-341). The LRC expedites and streamlines logistical support to military forces worldwide.

When the need is real, barriers fall and wheels turn. Krebs received his official orders for the LRC in one day -- something he "thought was impossible." With only a few hours' notice, Krebs dropped his civilian obligations for two weeks of LRC duty -- joined shortly by Capt. Tom Ferrant, Cmdr. Chris Bird, and Lt. Cmdr. Alec Levy of the same unit.

"It felt good," said Krebs. "At least I was doing something."

His 12-hour watches in the secure and windowless LRC were just the beginning of Krebs' Sept. 11 response. As the executive officer of the Naval reserve unit assigned to DLA headquarters, he immediately formulated a unit-wide response to the ongoing need -- next by bringing in Lt. Dan Conrad and Cmdr. Mike Zabel.

Zabel was just completing a 24-month command tour and was not yet formally assigned to the DCST unit. He had just begun a new civilian job as a NAVSEA contractor and was immersed in that transition when he got the call from Krebs.

"This is where the rubber meets the road," said Zabel, now the operations

department head for his reserve unit. "We are a contingency team. . .it's right there in our unit title. This is clearly a contingency. I was glad to respond."

Like Krebs', Zabel's watches were just the beginning of his post-attack support to DLA. As a reward for his energy, he was tasked to plan and implement both short-term and long-term unit support to the LRC -- including extensive integration of the reserve staff into the active LRC watchbill until September 2002 or as long as the need exists.

"Be a team player. Care about what you're doing. Do whatever it takes. Be energetic. Don't wait to be told. Expect to make mistakes."

-- Cmdr. Mike Zabel

"My first focus was to get our people into the LRC rapidly," said Zabel. Including Zabel, a total of five unit members spent at least two weeks each in the LRC. Other unit members stood 12-hour watches during drill weekends. Still others volunteered for recall to active duty.

"The first challenge was to train (the newcomers). . .and then to integrate them into the watch," said Zabel. "We have to do more than stand the watch; we have to do the job. Reservists have to prove themselves."

He tried to instill the qualities he

believes make a successful reservist: "Be a team player. Care about what you're doing. Do whatever it takes. Be energetic. Don't wait to be told. Expect to make mistakes."

Within weeks of the Crisis Action Team activation, at least half of the unit's 12 members had stood at least one operational watch in the LRC. By October, unit support of DLA expanded as two members were recalled to active duty for at least a year. By November, it expanded again as remaining unit members not recalled to active duty stood 12-hour LRC watches throughout the month and outside of scheduled drill weekends.

According to active Air Force Lt. Col Kathleen Winters, an LRC watch captain, reserve support from the DCST unit -- as well as from individual Army, Air Force and Marine reservists -- was vital and essential to the smooth 24-hour operation of the LRC.

"Without the reserve augmentation, we would not have been able to handle the 24/7 operations as well as we have," she said.

While integrating with the LRC, members of the DCST staff reserve unit contemplated the impact of possible recall -- including a likely pay cut, and probable foreign deployment (since the unit's primary mission is to deploy as part of a DLA Contingency Support Team). Meanwhile, routine unit business continued -- generally conducted between drills, since drill time is spent on LRC watches.

Juggling the constant administrative tasks of any reserve unit, and the checkbook impact of a probable recall, executive officer Krebs took it all in stride.

"The personal economic impact is second-tier. The administrative stuff is third-tier. Our immediate priority is to support the LRC," he said. ♦

Army Reservists Serve at DDC

By Polly Charbonneau
Defense Distribution Center
Command Affairs

As Winston Churchill said, "The Reservist is twice the citizen." Defense Distribution Center has ample evidence of that with two recent additions to the staff, Army Reservists Lt. Col. Edmund Herald and Capt. Joe Faris.

Herald and Faris were asked to support DDC after the tragic events of September 11th. Herald spent 11 years on active duty and is now in his 11th year as an active reservist. "I feel it essential to support our Armed Services in whatever way possible. As a reservist, I was asked if I would be available for a short term call up to support the DDC J-5 efforts during build up to support the two on going operations."

Faris spent seven years on active duty and from 1998 to 2000 was assigned to DDC.

"While assigned to the DDC, I served as the Aide de Camp to the DDC Commanding General and Operations Officer at DDSP [Defense Depot Susquehanna, Pa.]," Faris said.

"My full time job is with Sony Electronics where I am a Materials Manager providing distribution services for rear projection and direct view television production business units," he added.

Herald's full time job is with Science Applications International Corporation, where he is a deputy division manager and project manager for information technology projects ranging from software development, logistic systems analysis and systems security analysis. In his spare time, Herald is also an elected Township supervisor.

It was originally projected that Herald and Faris would spend eight weeks on this callup, both supporting various J-5 requirements. The ultimate duration of this assignment is to be determined.

"I'm here to support the cause and answer my obligation as a reservist," Faris said. "Before I left Sony, my manager mentioned that even though he will miss my services at Sony, he understood that my skills and background were needed to support the war effort. I am honored to be serving my country in any capacity I can and I'm very fortunate that my full-time employer is understanding."

Herald has worked with the DDC many times before, working in DDSP as well as the DDC J-3/4 and the J-5. "In addition to the two-week periods, for the last two years I have been drilling, one weekend per month in support of



Capt. Joe Faris (left) and Lt. Col. Edmund Herald are Army Reservists at DDC. (Photo by Polly Charbonneau)

DDC. I usually come for a Friday-Saturday period so that I will overlap one day with the J-5 personnel and then I will finish or continue working on the project on Saturday," Herald said.

DDC projects Herald has supported include: coordinating for Army Reserve units to train and work at DDC distribution centers; the Joint Logistics Warfighter Initiative (JLWI); the Strategic Distribution Management Initiative (SDMI); Business Systems Modernization (BSM); and the Strategic Planning Chapter of the DLA One-Book. These projects have given Herald both a broad and a deep knowledge of DDC and good distribution practices.

And every reservist will work "what ever project is hot and needs some additional manpower," Herald said.

Herald views his contributions this way, "Everyone needs to do what they can during a national crisis. As a reservist, this is one of the things I can do. It would have been easy to have said I was not available for this call up, but then I would not be fulfilling my duty and obligations. Not to mention I would be living a hypocritical life. As a parent I am a role model to my children, as well as to other people I come in contact with. I cannot say I believe in this country, cannot be a reservist, without being willing to do what I can."

An Army of One, of course, but DDC is happy to have two. ♦

*And every Reservist
will work "what ever
project is hot and
needs some additional
manpower,"*

*--Reservist Lt. Col.
Edmund Herald*

DDJC Has Canadian Exchange Officer

By Doug Imberi
Defense Depot San Joaquin
Public Affairs

When Navy Lt. Ken Slade, a foreign exchange officer at Defense Distribution Depot San Joaquin, Calif., was commissioned in the Canadian Forces in 1986, he never thought he would be assigned to a depot in northern California. "I thought I'd be out to sea most of the time," recalled Slade.

However, when the opportunity came up for an assignment with the U.S. Forces, he volunteered and was selected by a board of officers. He was looking forward to working for a large organization like the Department of Defense, living in a different culture, and lots of military.

"I was expecting something like San Diego or Norfolk where there is lots of Navy," said Slade. He was surprised to find out that he was one of only four military personnel at DDJC.

Slade is part of the Personnel Exchange Program between DLA and the Canadian Forces. The three-year program provides a system of mutual exchange of service personnel between the two countries.

It is designed to establish an active relationship between U.S. Forces and Canadian Forces by which the experience, professional knowledge, and doctrine of the services are shared.

With a background in finance and supply, it was doubtful he would be stationed at a distribution center. But, he said, that after coming off a ship "you are multi-talented and all-purpose."

After serving as the operations officer for the Depot Support Office, he joined a team of distribution facilities specialists in the Commander's office. This team performs distribution management analysis to determine the efficiency of logistics operations at the depot.

Each morning Slade presents a detailed analysis of depot production statistics from the previous day. He also projects the current day's expected workload, operational capacity, and any workload carried over from the previous day.

He does this by logging onto the Distribution

Standard System (DSS) first thing in the morning and looking at up-to-the minute reports. He also looks at reports he developed himself, like the one that tells about the average daily pick tickets dropped.

Looking at historical reports and spreadsheets, and taking into consideration any special circumstances, Slade can predict the daily workload. From the information he provides, division chiefs determine if they need to move personnel around or resort to overtime to meet the daily workload.

Slade is capable of accurately predicting the number of Material Release Orders dropped in four daily cycles by an average of 1 to 5 percent.

His daily analysis also provides the commander with an account of how goals were met the previous day or how the depot is performing during the month.

"Ken's contribution cannot be overemphasized," pointed out DDJC Deputy Commander David Ennis. "He has created operational tools, using DSS data, that gives all the players at DDJC a look into what to expect for the day's workload while analyzing process areas for our attention and correction. He is invaluable."

According to Slade, this assignment provides excellent experience and training. "I'm working in an atmosphere that promotes innovation with lots of opportunities for initiative. You are not stymied by traditional practices."

Among the many benefits of the DDJC assignment, Slade points out how he has gained comprehensive knowledge of a large modern supply operation and increased his understanding of transportation systems.

Additionally, he has gained insight into state-of-the-art systems, equipment, techniques and concepts in large-scale distribution operations. "I have a lot better understanding and appreciation for the process involved in getting the widget to the customer," said Slade.

He is looking forward to taking this valuable experience to his next assignment, which will probably be in Ottawa, at Canada's National Defence Headquarters' Depot Operations Section.

"I cannot say enough about how well I have been treated throughout this posting at DDJC," added Slade. "The opportunity to work with the Department of Defense and live in the U.S. has been tremendous." ♦



Canadian Exchange Officer, Lt. Ken Slade is a foreign exchange officer at Defense Distribution Depot San Joaquin, Calif. (Photo by Doug Imberi)

Biodiesel to be Available at Government Sites

The Defense Energy Support Center will make biodiesel available at 17 government sites throughout the United States. This move will streamline the federal procurement process and allow government fleets to obtain biodiesel just as easily as petroleum diesel through DESC services.

Federal government biodiesel users taking part in the program include several military bases such as Camp Lejeune Marine Corps Base in North Carolina and Miramar Marine Corps Air Station in San Diego; the National Park Service; the U.S. Postal Service in Manhattan, New York; the U.S. Department of Agriculture (USDA) National Arboretum; and the National Aeronautics & Space Administration. The U.S. military services have accepted biodiesel for use in commercial administrative vehicles only and exclude the use of biodiesel in tactical

vehicles.

Under the DESC solicitation approximately 1.5 million gallons of B20 fuel (20 percent biodiesel and 80 percent diesel)

has been procured. Both military and civilian fleets will be able to attain the B-20 at various fueling sites throughout the country. ♦

Facts About Biodiesel

- ✓ Biodiesel can be used in many diesel-powered vehicles, usually with no modifications to the engine. It performs comparably to diesel fuel, with similar cetane and BTU content. It offers excellent lubricity and lower emissions compared to petroleum highway diesel fuel. More than 100 major fleets currently use biodiesel.
- ✓ Biodiesel is registered with the Environmental Protection Agency (EPA) as a fuel and fuel additive. It is the only alternative fuel to have passed the rigorous Health Effects testing requirements of the Clean Air Act. Results show biodiesel reduces carcinogenic air toxics by 75 - 90 % compared to diesel.
- ✓ Biodiesel is non-toxic, biodegradable and free of sulfur.

DDPH Expands In Order To Reduce

By Denise Cordeiro
Defense Distribution Depot Pearl Harbor
Deputy Commander

Defense Distribution Depot Pearl Harbor, Hawaii has great weather and a great work force. So what's the number one challenge? Trying to run an efficient logistics organization when you have more than 30 distinct operating and storage areas.

Since becoming a DLA activity in 1999, footprint reduction at DDPH has been aggressively pursued, resulting in downsizing occupied space by more than 400,000 square feet. Now another important cornerstone has been laid in the continuing effort to become a more cost-effective organization.

On Oct. 5, 2001, a ribbon cutting ceremony and traditional blessing were conducted to officially add building 1733 to the DDPH facilities configuration.

Before beginning its new life as a DDPH bulk storage warehouse and full service customer support area, building 1733 had been used by the Navy for several years to store frozen and chilled subsistence items. However, the implementation of Subsistence Prime Vendor in the Pearl Harbor area had rendered the warehouse useless to the Navy, even though building 1733 was a relatively new facility with secure high rise rack and bulk laydown storage space.

"DDC [Defense Distribution Center] developed a proposal that created a win-win situation for both DDC and the Navy," said DDPH Commander Cmdr. Robert Turner, SC, USN. "The basic plan was to modify the building so that instead of being vacant space, it could be put to use by DDPH as a bulk storage warehouse."



(DDPH photo)

The modifications to building 1733 included deactivating and purging the cooling system, adding ventilation louvers and fans, and modifying the building's sprinkler systems. In addition to the warehouse upgrades, the office areas would be fully renovated to provide efficient and professional working and customer support spaces.

Approximately 12 months later, all the modifications, renovations and upgrades were completed. Warehouse and customer support personnel were relocated from the spaces they were shar-

Continued on next page

ing with the Navy, to the newly completed office spaces in building 1733. The Navy quickly began renovations of their own to reuse the vacated space - a plan they had been working on for some time in order to improve their own operations and space utilization.

The bulk warehouse areas were immediately put to use for storage of forward positioned wholesale items. Additional mate-

rial continues to be moved from outlying warehouses into the newly available storage spaces in building 1733.

Once reallocated, in-transit material handling equipment to support storage in the high rise rack system is received, storage capabilities will be substantially increased. The end result? DDPH will be able to vacate several storage and operating areas that are hard to maintain and inefficient to operate, while centralizing processing in newer, safer, and more efficient storage structures. ♦

DLA Vice Director Addresses Graduates at Simmons College

By Camellia Curtis
DLA Equal Employment Opportunity

"Intense" and "absolutely incredible" is how Document Automation and Production Service employee Phyllis Showalter described her recent experience as a member of the 2001 Class of the DLA Program for Developing Managers. Graduation activities for the 22 DLA and 8 Defense Contract Management Agency participants in the PDM were held Oct. 19 at the Simmons College Graduate School of Management in Boston, Mass.

DLA Vice Director Rear Adm. Ray Archer III, provided the keynote address for the event. His advice to the graduates was to embrace change; to understand that they serve the Constitution as civil servants, not people; to use the skills they've acquired from this program to make a difference where they work, and to practice the leadership skills they possess by taking "an active role in implementing DLA's or DCMA's strategic objectives of moving to a streamlined, responsive, affordable organization."

Archer also shared his thoughts on the three attributes of leadership. He discussed competence, or "professional excellence" as having thorough knowledge of the technical aspects of one's job. "Being technically competent gives you credibility as a leader. But to stay professionally competent, you will have to continue with your education. Stay abreast of changes. Take advantage of learning opportunities and training . . . not just for you, but also for your people . . . It's a responsibility to think, orate, and challenge. Be the driver of change."

Caring for one's employees and cus-

tomers entails "managing relationships." According to Archer, this does not mean coddling one's subordinates, but ensuring that they are ready to perform their duties "physically, mentally and spiritually." Customers' needs should be anticipated and a "mutual expectation" should exist.

The third attribute Archer identified was character. He believes this to be the most important attribute a leader must possess. The ability to perform one's responsibilities ethically or to advise one's supervisor against making an unethical decision truly tests a person's courage and moral fiber. Archer believes that, "Your job is to get [your superiors] to the desired result in an ethical manner. Your superiors will trust you to give them the right advice, not necessarily the answer they want to hear, but the right answer. Don't ever lose their faith and trust."

In closing, Archer asked the graduates to ponder the question, "What is success?" He then answered by stating that success is important, but "it must be your own definition, not your superior's, husband's or friend's - yours." It must also be balanced and continually reassessed. "Take the time to set your values and goals. Really assess what counts in your life and make it the journey, not the destination."

PDM was established as a glass ceiling initiative in 1989, under the auspices of DLA's Federal Women's Program to facilitate advancement of women into positions of leadership within DLA. The curriculum for this four-week residential leadership program is tailored to DLA. The program's objective is to enable women to become proficient in implementing DLA's strategic objectives of

moving to a streamlined, responsive, affordable acquisition organization.

Applicants chosen for the program demonstrated leadership skills during their employment with DLA, recently moved into a leadership position, and/or conveyed an understanding of the need for change within the organization. The program is geared for employees in grades GS-12 and higher.

The 28 days of intensive training focuses on preparing participants for management responsibility, emphasizing strategic thinking, team building, solving problems, and taking action. The curriculum emphasizes best business practices employed by private sector industrial competitors, as well as the role technology can play across all aspects of business, and the functional process of instituting change.

According to Gail Davis from Defense Supply Center Richmond, "The Simmons program has inspired me to continue to do my very best to enhance my strengths and to count on my team members to accentuate areas where I may need help, to give the best customer support possible."

Terri Ryder of DLA Logistics Operations, J-3, added, "The skills that I have learned I plan to put in practice, and I was able to apply and will continue to uphold the DLA Diversity Principle of promoting professional and personal growth while creating a supportive environment for each other." Ryder emphasized, "When we arrived at Simmons, it was all 'I's', when we left it was all 'We's'. That was a beautiful transition." ♦

Vendors, Customers Receive DLA Business Alliance Awards

By Jim Katzaman
DLA Public Affairs

More than 20 contractors and customers who excelled in doing business with Defense Logistics Agency in fiscal 2001 were honored Jan. 9 with the presentation of DLA Business Alliance Awards.

DLA Director Vice Adm. Keith W. Lippert opened the ceremony. "It is an honor to recognize the accomplishments of your respective companies and what you have done in defense of our country," he said.

"We have 24,000 very dedicated civilians and military engaged in logistics. You represent the suppliers who we need to do our mission. Those of you who are here today represent the very best of our family of defense suppliers and customers and you should be extremely proud of the award you are about to receive today."

Through the Business Alliance Awards program, DLA recognizes some of its most outstanding vendors and customers, giving the Agency an opportunity to acknowledge and celebrate its partnership with large and small business along with Department of Defense and non-DoD customers.

Frank M. Ramos, director, Small and Disadvantaged Business Utilization Office of the Under Secretary of Defense (Acquisition, Technology and Logistics), was the guest speaker. He said he calls DLA the "Wal-Mart of DoD."

"I appreciate what you do for DoD," Ramos told the audience of representatives of DLA leadership, contractors and business partners. "An inscription on the Korean War Memorial says, 'Freedom is not free,' and I know that is so very true. But I know that thanks to the dedi-

cated people of DLA, the warfighters are in safe hands and will be given the logistics support that they need to carry out their mission."

The Agency has developed seven categories to honor awardees that have done business with DLA during the previous fiscal year. The 21 recipients this year were top performers for the Vendor Excellence Award, Innovative Business Performer of the Year, New DLA Contractor of the Year, Outstanding Readiness Support, Outstanding Javits-Wagner-O'Day Program Vendor, Customer of the Year and Commander's Choice Award.

Within these categories, recipients are noted as small business, large business, small disadvantaged business and woman-owned small business.

The following companies and customers were recognized:

-- Vendor Excellence Award.

Badger Truck Center, Inc., Milwaukee, Wisc., small business; Vector Research Inc., Ann Arbor, Mich., large business; World Environmental Inc., Milwaukee, Wisc., small disadvantaged business; and Amron International Diving Supply Inc., Escondido, Calif., woman-owned small business.

-- Innovative Business Performer of the Year.

This category includes three joint awards for small business: Advanced Air of West Palm Beach Inc., West Palm Beach, Fla.; Western Precision Inc., West Jordan, Utah; and Northwest Machining and Manufacturing Inc., Meridian, Idaho. Also in this category are Washington Gas Energy Services Inc., Herndon, Va., large business; Martinez Consulting and Computer



DLA Director Vice Adm. Keith W. Lippert opened the DLA Business Alliance Awards Program ceremony. (Photo by Christine Born)



Guest speaker Frank M. Ramos, director, Small and Disadvantaged Business Utilization, Office of the Under Secretary of Defense (AT&L), at the DLA Business Alliance Awards ceremony. (Photo by Christine Born)

Continued on next page

Services, Inc., Chambersburg, Pa., small disadvantaged business; and JAL Enterprises doing business as The Source WOSB, Hampton, Va., woman-owned small business.

-- **New DLA Contractor of the Year.** Rosetti S.N.C., Rome.

-- **Outstanding Readiness Support.** Futura Petroleum Limited, London, large business; Ebrex Food Services Geneva, large business; Kit Pack Company, Las Cruces, N.M., small business; Phoenix Industries Inc., Richmond, Va., small disadvantaged business; and Crissair, Inc., Palmdale, Calif., woman-owned small business.

-- **Outstanding Javits-Wagner-O'Day Program Vendor.** Arizona Industries for the Blind, Phoenix, Ariz., National Industries for the Blind; and Cottonwood Inc., Lawrence, Kan., National Industries for the Severely Handicapped.

-- **Customer of the Year.** Coast Guard, Washington, D.C., non-DOD; and Marine Corps Program Manager's Office, Light Armored Vehicles, Army Tank and Automotive Command, Warren, Mich., DoD.

-- **Commander's Choice Award.** Maj. Gen. Robert L. Van Antwerp, assistant chief of staff for installation management, Army headquarters, Washington, D.C. ♦

DCST Helps Paint Kosovo School

By Steve Abney
DLA Europe Public Affairs

The Defense Logistics Agency's Contingency Support Team (DCST) in Kosovo regularly visits a local elementary school there to deliver supplies. This past August, they brought paint and volunteers to prepare for the new school year to the Ali Hadri School in Miras, Kosovo, near Camp Bondsteel.

Twenty-four volunteers, including members of the DCST, the 3rd Logistics Task Force (LTF) and Defense Contract Management Agency, painted the interior of the school, according to Navy Cmdr. Al McCosh, commander of the DCST.

"The team had a very positive reaction," McCosh said. "They enjoyed the children and felt the work was extremely rewarding.

This will make a difference to the school children when they return to school the first week of September."

The paint and supplies for the initial painting came from the United Nations Mission in Kosovo (UNMIK). A followup trip to complete the inside painting used supplies donated by DLA and 3rd LTF personnel and the remaining UNMIK paint.

"The school principal and staff were very thankful and happy to have our help," said McCosh. "We also donated a monitor to complete the computer package for the school."

The visit wasn't just for painting, McCosh said. "We had MREs [Meals, Ready to Eat] for lunch, sharing them with the school staff," he said. "We are all

humbled and heart-warmed by the sincere appreciation of the school staff and children.

The children were not a hindrance to the painting effort. "Team members entertained the children all day -- rotating out to hand out candy, play and take pictures," McCosh said. That proved to be a successful strategy to keep the children happy and busy outside.



Maj. Geoffrey Ellazar (foreground) and Spc. Christopher McKinney were two of a group of 24 volunteers who painted Ali Hadri School. (DLA photo)



Cmdr. Al McCosh (center) and an interpreter discuss the painting with the Ali Hadri principal Jusuf Bytyci (in t-shirt) and another school official. (DLA photo)

DCST personnel at Camp Bondsteel in Kosovo adopted the elementary school in 1999. Since then, team members have brought the children items donated in the United States each month.

Since the DCST has six-month assignment tours, McCosh estimates that more than 50 team members have participated in the on-going humanitarian effort since it began. ♦

Director Visits DLA Europe Activities

In December, Vice Adm. Keith W. Lippert began his first visit to DLA activities in Europe since becoming DLA director. On his first day he met with DLA personnel in the Wiesbaden area, receiving updates from the commanders of DLA Europe, Defense Energy Support Center Europe and Document Automation and Printing Service Europe. He also heard from the DLA Contingency Support Team Commanders in Bosnia and Kosovo, both of whom reported on the excellent support they have received from the supply centers.

The director also traveled to Mainz-Kastel to visit Defense Supply Center Philadelphia - European Region, and visited with Defense Reutilization and Marketing Service International's Forward Support Team Europe, and with Defense Distribution Depot Europe and Defense Distribution Mapping Activity personnel at Gernersheim, Germany.

He visited DLA's major customers in Europe – U.S. European Command in Stuttgart, Germany; U.S. Army Europe in Heidelberg, Germany; U.S. Air Forces Europe, Ramstein Air Base, Germany; and U.S. Naval Forces in Europe, London.

On his tour of the Humanitarian Rigging Operations Complex at Ramstein, he saw DLA-managed items being readied for shipment. Among the items were Humanitarian Daily Rations, which the director helped pack. The shipment was dropped over Afghanistan the next day. More than two million HDRs have

been delivered since the program began October 7, according to Air Force records.

Lippert viewed two methods for dispersing HDRs by air. The one seen most often in photos is called TRIAD, for Tri-Wall Air Delivery system. These large boxes, dropped from several miles above the target, scatter rations over an area three miles long and a mile wide. The dispersion is intentional, designed to reduce fights over large piles of food.

A single C-17 transport airplane can carry 42 containers with about 17,500 rations.

The TRIAD container looks like an appliance box with reinforced cardboard. TRIAD is designed to be dropped without a parachute and to break up during the fall.

The second method uses more traditional crates with parachutes. With that system, the airplane's load is scattered over only 300 meters.

The director also saw crates of blankets and other DLA-managed material ready for shipment.

Quartermaster soldiers from the U.S. and German armies work at the rigging complex to prepare humanitarian supplies for airdrop. The Defense Security Cooperation Agency manages the HDR program for the State Department.

The DLA activity responsible for buying HDRs is Defense Supply Center Philadelphia, while the Army Soldier System Command – Natick is responsible for research on the HDR and the similar Meals, Ready to Eat program. ♦



DLA Director Vice Adm. Keith W. Lippert places a Humanitarian Daily Ration in a TRIAD container at Ramstein Air Base, Germany. (DLA photo)

Yokosuka Depot Assumes Custody of Container Freight Station Functions

*By Lt. j.g. Michael Rodman,
Defense Distribution Depot Yokosuka Japan*

In October 2001, a monumental transformation in the short history of Defense Distribution Depot Yokosuka, Japan (DDYJ) took place in Yokohama, Japan. In an effort to increase government productivity and minimize

redundancy, DDYJ officially assumed control of Freight Container Operations from the 836th Transportation Battalion, U.S. Army at Yokohama North Dock, Japan.

DDYJ assumed the responsibility of two primary functions. DDYJ now controls the unstuffing of import containers with multiple

SWAT Teams and WOLF Packs

By Polly Charbonneau
Defense Distribution Center
Command Affairs

SWAT Teams and WOLF Packs -- the processes in use at Defense Distribution Depot Corpus Christi, Texas (DDCT) make it sound like a dangerous place to work. In fact, those processes make DDCT a very safe and amazingly efficient workplace.

DDCT serves as the primary wholesale distribution point for major components to support helicopter repair missions for DoD and Foreign Military Sales customers worldwide. Its mission is to receive, store, pack, preserve, issue and arrange transportation for assigned supplies and equipment. Items processed include repair parts for small aircraft and helicopters, avionics, electronics, industrial, petroleum, chemical, radioactive and other materials.

DDCT management and employees are constantly re-inventing and re-engineering their processes to meet the distribution needs of their customers. This re-invention has taken several forms over the last few years.

The SWAT Team is the Special Work Action Team, a revolving teams of eight from every division. SWAT personnel are cross-trained in every department and deploy in two teams of four every day. Their focus is determined by daily surge requirements. If there is no surge requirement, they perform their regular pre-assigned functions. SWAT team members rotate at least every 180 days.

The WOLF pack is Working On Logistics Fidelity. Some of the best employees from four divisions were selected and sent methodically to every area in DDCT to fix whatever was broken. If something was improperly stacked, they re-stacked, improperly counted, they re-counted, improperly packaged, they re-packaged. Inventory accuracy rose more than 10%, a multi-million

dollar improvement.

Smart thinking led to the transformation of approximately two dozen locations into several hundred locations. Thus using the same space better for fast moving items. This also reduced spatial requirements in other parts of DDCT warehouses and reduces overall handling.

This inspection, movement, and packaging required as many as ten different movements of these extremely heavy aviation components. DDCT management and employees realized they had some space that could be used to house these components for longer periods of time if used correctly. However that space was occupied by some old shelving. DDCT "self-contracted" the removal of the shelves, saving money on the shelves dismemberment and, most importantly freeing up space that could be used for the aviation components. Once the space was available, DDCT cut handling of these heavy components by two-thirds.

DDCT also provides local delivery services to designated customers.

Throughout the workday, orders are filled and grouped for various customers. Previously these orders were gathered in large plastic totes and the totes were placed on delivery vehicles. DDCT management and employees realized plastic mail bags serve the same purpose of grouping, but take up less space and allow for closure to protect orders from wind (a major factor in Corpus Christi) and



Robert Graham, Frank Jacinto, Luis Guiterrez, Patty Maldonado and Glenn Rogers, the DDCT WOLF pack. (Photo by Clemencia Olivarez)

Continued on next page

consignees and outsized cargo from Yokohama North Dock for shipment to military customers within Japan, as well as the receiving and stuffing of cargo for export.

To help support the increased workload, DDYJ is in the process of transferring custody of two large warehouses for temporary storage and distribution of material, and two facilities for hazardous materials. Over 120,000 square feet of storage and office space changed custody. Sixteen Government of Japan employees relocated from Yokohama to Yokosuka in order to support the change in mission. Additional DDYJ

duties include the unstuffing and stuffing of containers for privately owned vehicles for both military and government employees.

This transition is a testament to DLA's commitment to provide the most efficient, least costly service to its customers. Yokohama North Dock is responsible for receiving over 8,500 cargo vessel containers a year of goods delivered throughout Japan, Singapore, Korea, Okinawa, Diego Garcia and the Persian Gulf. ♦

weather.

While improving service to customers is DDCT's number one priority, improving working conditions, employee morale, and the community are also priorities. To that end, DDCT developed an Employee Action Committee (EAC). This revolving group of more than a dozen volunteers from all divisions coordinates DDCT's participation in holiday and special events, like Operation Paintbrush. DDCT is a regular participant in this community-wide effort to improve housing for disadvantaged Corpus Christi residents.

Taken together, these innovations and the hard work

of employee teams improved processing time and substantially reduced the number of people required to do the work.

DDCT Commander Lt. Col. Teodoro Velazquez said of the organization, "This is an extremely well functioning organization. The pride and respect I have for the people here is immeasurable." ♦



Two DDCT SWAT team members, Johnny Contreras and Santos Gomez. (Photo by Clemencia Olivarez)

Fitness Is More Than Pounding the Pavement for This Couple

By Sue Smith
Defense Supply Center Richmond
Public Affairs

In their quest for fitness, people run for miles; they lift weights; they climb stairs -- all activities, it seems, to be associated with pain.

Name, if you can, three people you've ever seen grinning from ear to ear as they try to bench press 200 pounds, or who have enough breath left for a big ol' belly laugh after 15 minutes on a stair machine.

And while they say "I feel great," and claim to feel even better later, most will, at the time, be bent over with their hands on their knees for support, gasping for breath like dying fish. Nope, not for me, I just can't buy into all that "no pain, no gain" mentality. I'll just have to be a fluffy, fitness dropout.

On the other hand, I saw a group the other day who had found a fitness activity that not only was a good workout, but a

fun, recreational and social activity as well. Lt. Cmdr. Dexter Gloster and his wife, Sharon, were having a ball in Latin dancing class at the Defense Supply Center Richmond, Va., fitness center.

The couple, who like to dance



Dance instructor Gwendolyn Glenn helps Sharon Gloster, during dance class at the DSCR Fitness Center, while Lt. Cmdr. Dexter Gloster looks on. (Photo by Sue Smith)

at parties, decided to take lessons because they are planning to take a cruise sometime in the future.

"We've heard people do a lot of dancing on cruises, and we wanted to get prepared, says Gloster,

who is the chief of the Tactical Aircraft Support Branch in DSCR's Customer and Weapon Systems Support Office.

But with three children, ages nine, five and four, finding a time and place that would work into their schedule was a real challenge. When they heard the Fitness Center was offering a lunchtime class, they signed right up.

"We learned the steps to the Mambo and the Merengue," says Sharon Gloster, who took ballet as a child, "but it's not as easy as the instructor makes it look. She moves so smoothly. I expect we'll need a review at our next lesson."

After mastering the Latin steps, the couple wants to move on to ballroom dancing, and hopes the fitness center plans to keep on offering these types of programs.

We're having fun learning the steps together and getting a workout at the same time, she says. "Basketball is not for me. This is something we can do to get fit together." ♦

Joint Agency Training Focuses On Reserves' Family Readiness

By CDR Susan S. Dietrich, USNR
J-9

As the pace of deployments increases, many reservists are realizing the importance of being 'mobilization ready', but what do those words mean for their family members? DLA and the Defense Contract Management Agency held a three-day conference in August at DLA Headquarters to explore the critical role of Family Readiness and to address many of those issues.

The value of this unique conference was summed up by Col. Nelson L. Mellitz, USAFR, Individual Mobilization Augmentee to the DCMA Deputy Director: "Our Agencies' approach to Family Readiness Training is unique, especially since we are assigned approximately 900 reservists living in more than 100 locations throughout the U.S. and overseas. The traditional services' family programs do not meet all of our reservists' needs, so we designed and implemented additional processes. The new ones can easily be exported and used to improve more traditional responses to family readiness at other commands, if needed."

Conference topics ranged from Deployment/TDY Tips, Tools and Techniques, and Information and Referral Strategies, to Initiating Crisis Assessment and Program Marketing and Outreach. "The Air Force instructors who led the majority of our training were excellent and focused on the appropriate information for us," said Col. Peter Carozza, USAFR, Chief, Reserve Mobilization Division, J-9. "We wanted to build upon the basics of this program, providing our contact team members the

resources needed to organize and implement an effective local program."

Maj. Gen. Joseph L. Thompson III, USAFR, Director, DLA Joint Reserve Forces, addressed the conference attendees, stressing the fact that

Conference topics ranged from Deployment/TDY Tips, Tools and Techniques, and Information and Referral Strategies, to Initiating Crisis Assessment and Program Marketing and Outreach.

"families are our most important asset, and if you have a deployed service member who is concerned with his or her family's well-being - financially in particular - that person won't be performing at 100 percent."

DLA's Director, Reserve Readiness, Rear Adm. Fenton F. Priest III, SC,

USNR, opened the conference by stating, "When we talk about readiness for missions it's usually about training and equipment, however, for our reservists to have a successful deployment, in-theatre and at home, requires Family Readiness and a strong family network. We must ensure that our families are ready to withstand the rigors of separation, because we are now not only RESERVES, we are RE-SERVING." He cited the following excerpt from a recent article titled "Unreserved" from the National Review, written by John J. Miller (July 23, 2001):

"Once upon a time, the reserve forces of the U.S. military were exactly that: reserve forces. Our country held them back like fire extinguishers in the basement, hoping we wouldn't have to use them but knowing where to find them in case of an emergency. Today, however, the reserves are more like an air conditioner, turned on whenever the temperature hits a certain point. And with a proliferation of military missions sending the reserves around the world for every imaginable reason - from keeping the peace in Kosovo to fighting fires in Indonesia - it must feel like a hot and humid summer all the time at the Pentagon."

According to Priest, reserves currently represent a little less than two percent of DLA's work force, yet they have filled over 60 percent of the billets deployed to support Operation Joint Guardian and Operation Joint Forge. In recent years, the DLA mission has grown beyond products and services, to include a physical presence - a DLA Contingency Support Team deployed forward - to places

Continued on next page

like Bosnia and Kosovo. "Our Joint Reserve Forces, working with J-3 Logistics Operations, has helped make that possible."

DCMA's reservists represent three percent of that work force and fill 25 percent of the deployment positions. DCMA is a Combat Support Agency and is responsible for Contract Administration Services for the Department of Defense, and other federal agencies, foreign governments and international organizations, and others as authorized.

Brig. Gen. John C. Levasseur, USAR, Director, Reserve Mobilization, addressed the attendees with some of the positive factors regarding mobilization that families might be encouraged to consider. "When a reservist is deployed for six months or more, families often have no idea of their benefits. They need to know

those benefits as well as how to get them," he said. "It's equally as important to prepare your family for a deployment as it is to prepare yourself, such as a power of attorney for the spouse or legal guardian, or ensuring pay is arranged through direct deposit."

Among the distinguished conference attendees was Earl B. (Rusty) Burch, Deputy Commander, Defense Logistics Agency - Europe, who is enthusiastic about transporting and implementing the tools and resources highlighted during the conference. "Most of our reserve folks are deployed to Europe," he said, adding that he's especially interested in learning what his end - the receiving end - can do to facilitate the transformation of a deploying soldier from the Continental United States to a contingency environment. "A good DLA Family Readiness Program will pro-

vide us a deployer who has less to worry about, and who can focus on his or her deployed mission."

Was the conference a success? "Overall I feel it was a tremendous success," stated Carozza. "We have strengthened our working relationship with the field contact team members who are the key players in ensuring that the Joint Reserve community maintains the appropriate level of personal readiness needed to support DLA's ongoing mission requirements. This effort is important and we truly appreciate all of the great work done to make Family Readiness a success."

"This is only the beginning of our DLA/DCMA family readiness training," adds Mellitz. "Family readiness is a continuous process that our Agencies will use to support reservists getting mobilized, those already deployed, and those who have recently returned from deployment." ♦

DLA-Air Force Partnership Meeting Is "A Great Hit" for Participants

The Defense Logistics Agency-Air Force Partnership meeting held Dec. 18 was called "a great hit" and "a day marked by incredible candor between customer and supplier."

DLA Director Vice Adm. Keith W. Lippert, and Lt. Gen. Michael Zettler, Air Force deputy chief of staff for installations and logistics, co-chaired the annual, day-long meeting at the Andrew T. McNamara Headquarters Complex.

"I thought it was an excellent opportunity to review some of the critical issues affecting the Agency and the Air Force and our ability to support the warfighter ... [It was] very positive," said Col. Don Migaleddi, USAF, chief of military service teams at DLA, about the partnership.

In his opening remarks at the rules of engagement session, Maj. Gen. Hawthorne Proctor, USA, DLA director of Logistics Operations, J-3, provided an overview of the Air Force-DLA focus.

According to Lt. Col. Brad Silver, USAF, chief of the Air Force Readiness Team, the array of topics

discussed included the spares campaign, an overview of DLA's role in the Air Force's effort to improve parts support, DLA-Air Force metrics - including updates on DLA's current supply availability rates and long-standing Air Force back orders. Participants then talked about solutions to improve this area.

Other topics included support for the Air Force's A-10 Thunderbolt II aircraft, nicknamed the Hog for its stubby nose. Participants talked about DLA's A-10 support and a plan of action for increased readiness. The A-10 Hog Up Program discussion covered system upgrades and opportunities for cooperation.



Lt. Gen. Michael Zettler, Air Force Deputy Chief of Staff for Installations and Logistics, co-chaired the DLA-Air Force partnership meeting at the McNamara Headquarters Complex with DLA Director Vice Adm. Keith W. Lippert.

"We talked about very specific actions using the context of the A-10," Silver said. "Everyone liked the approach that we're taking of doing a limited demonstration with the understanding that we'll export any lessons learned to other weapon systems."

"Admiral Lippert said DLA still has too many backorders and that they negatively affect our customers' missions," Silver said. "His willingness to say so made a tremendous positive impression with the Air Force."

Diann Dailey, supervisor of DLA's Air Force Readiness Team, agreed. She said, "Admiral Lippert set the tone of candor, and the Air Force followed his lead by acknowledging that they can be better customers by developing complete bills

of materiel for their weapon systems and giving us timely and accurate forecasts.

"We went with a shorter, more focused format this year, and it was a great hit," said Senior Master Sgt. Reggie Autry, Air Force Readiness Team superintendent. "We outlined an aggressive schedule of cooperative efforts over the next year. The challenge is going to be to maintain the momentum."

"It was a tremendous team effort," Silver said. "The Air Force Readiness Team pulled together with a great supporting cast. For example, a reservist spent the past couple months helping us prepare for the day. Several of our customer service representatives from the field also came to help with last-minute details. Even the other services on the technical services team pitched in to help." ♦

Common Access Card Coming to DLA

By Jim Katzaman
DLA Public Affairs

Site by site, the new Department of Defense identification card is gradually making its way to DLA where, in more than a year, the so-called "Smart Card" will be an essential part of life, right down to starting up office computers. DoD has already issued more than 100,000 of the officially named Common Access Cards at various installations to test the feasibility of the cards in the last year. Marine Corps Base Camp Lejeune, N.C., leads the permanent sites with more than 5,800 cards issued.

Cards are being issued to active-duty service members, selected reservists, DoD civilian employees and contractors. Ultimately, about 4.3 million people will carry the new cards.

Jerry Stanphill, DLA physical security specialist, said that throughout DoD, the Smart Card is being released in increments every 10

weeks. DLA headquarters is scheduled to be the first, followed by Defense Supply Center Richmond, Va., in April. These dates are subject to change, and distribution to other DLA field activities has yet to be determined.

The fielding schedule for the

Smart Cards supports an ambitious goal for DLA. According to Stanphill, by Oct. 1, the CAC will be the standard DoD identification card, but can also be used to gain access to buildings. The cards will also be needed throughout DoD to use computers.

This is because the common-access card uses smart-card technology. Similar to a credit card that contains one or more embedded memory or integrated circuit chips, the DoD card also contains a linear barcode, two-dimensional barcode, magnetic stripe, color digital photograph and printed text.

With that imbedded advanced technology the Smart Card will act as a key needed to insert in a slot before computers can start up for the work day, provide access to secure DoD web sites and sign and encrypt electronic mail. Stanphill said headquarters and DLA field activity command security officers are responsible for making sure everyone has access to a Common Access Card terminal. ♦



A user inserts her Common Access Card into a reader connected to her desktop computer. These cards will enable users to digitally sign as well as encrypt and decrypt e-mail. (Courtesy photo)

DLA EEO Pilot Program Streamlines File Transfers to EEO Commission

By Capt. Mike Travalent, USAFR
DLA Public Affairs

DLA has prided itself on developing innovative ways to streamline operations and provide the right service at the right price. In the ongoing effort to create better solutions that save both time and money, DLA's Corporate Equal Employment Opportunity Office has embraced the latest technologies and created a system to electronically transfer data to the U.S. Equal Employment Opportunity Commission.

In November, members of DLA's EEO office hosted 45 attendees from 26 federal agencies for a presentation on Electronic Transfer of Appellant Files to the U.S. EEOC. Representatives from DLA Equal Employment Opportunity and the EEOC explained how the file transfer pilot project works, and a representative from the Document Automation and Production Service demonstrated their capabilities in helping other agencies with the process.

EEOC representative Dann Determan praised the faster and simpler system stating, "It allows for a

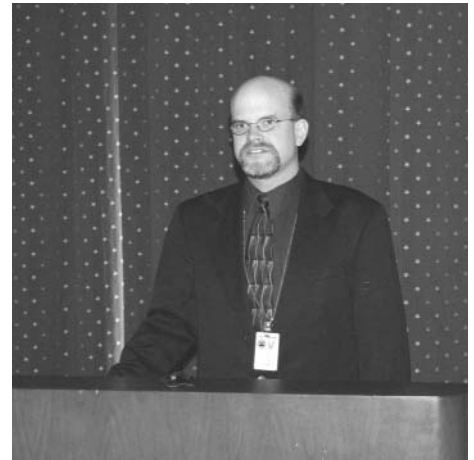
more efficient and streamlined EEO process."

The program was first conceived about two years ago when the EEOC asked DLA for a very fast turnaround of an appellate file. DLA suggested submitting it electronically and the program was born. Carlton Hadden, the acting director of the Office of Federal Operations, formalized the program in May 2000 with the signing of an official memorandum. Since the pilot program was started, 98 case files have been sent to EEOC and 82 percent of them have been sent via the electronic method. The ultimate goal is to achieve 100 percent electronic transfers.

Today, the program stands as a benchmark in efficiency. The savings of resources and space alone are enough to earn great respect. Thousands of pages can be stored on one CD ROM. Copies can be made much easier if necessary and the documents can be searched much more efficiently. All of these benefits come without any sacrifice to privacy or security.

The process involves scanning the case file using flat bed scanners with automatic document feeders and converting it to an Adobe Acrobat Portable Document File.

The PDF is published to a password-protected section of the EEO intranet website. An email, which is hyperlinked to the website, is sent to a contact person at the EEOC informing them that the file is available for



Phil Hepperle of DLA's Equal Employment Opportunity Office talks about the electronic transfer process. (Photo by Thomas Wilkins)

download. After the download is complete, an acknowledgement of receipt is created and the process is complete.

Many agencies called the DLA Corporate EEO office for information about the file transfer after learning of it from EEOC's published annual progress report or from discussions with EEOC staff. As a means of helping these agencies, the DLA EEO office structured the Nov. 13 forum for the program manager, Philip Hepperle to explain the process, the requirements, and the developmental nature of the project. Hepperle told the assembled agency representatives at the forum, "We are always open for new ideas and innovations to make this process better."

Mack Strouss, DAPS, was also there to help bridge the information technology gap and provide expertise in the abilities and possible applications of information technologies.

Representatives from all four military services were in attendance in addition to people from Federal Emergency Management Agency, Department of Transportation, General Services Administration, U.S. Post Office, Health and Human Services, Department of Treasury and the Tennessee Valley Authority. ♦



Dann Determan, EEOC Director of Compliance and Control Division, and Robert Barnhart, EEOC specialist, at the presentation on electronic transfer of appellant files. (Photo by Thomas Wilkins)

Nine DLA Members Awarded Medals for Role in Exercise Positive Force '01

By Don Wagner
DLA Public Affairs

Nine Defense Logistics Agency Army and Air Force members have been awarded medals for their work in the Logistics Readiness Center during the Positive Force '01 exercise.

The 10-day Joint Chiefs of Staff's deployment exercise was the largest command-post exercise ever conducted by the Department of Defense. It tested the Agency's ability to support the warfighter during war while simultaneously supporting a small-scale contingency.

Maj. Gen. Hawthorne Proctor, USA, DLA Director of Logistics Operations, J-3, recognized seven of the nine military personnel assigned to the Logistics Readiness Center who were present at the awards ceremony.

"As the Department of Defense's major logistics combat support Agency, JCS exercises like Positive Force provide the vehicle that allows DLA to train for its wartime mission and to practice its mission-essential tasks list," said Col. Lenny Petrucelli, USAF, chief of the Logistics Readiness Center.

"It's always great to know that what you do is appreciated -- and that folks take the time to publicly recognize the contributions of Reservists," said Maj. Susan Brown, USAFR, one of those awarded.

The awardees included Air Force Master Sgt. John T. Rudaski who received a Joint Service Commendation Medal; Air Force Tech. Sgt. John W. Young; Army Master Sgts. Loyce Paul and Richard Washington; Air Force Reserve Maj. Nannette L. Cain and Susan Brown;

and Army Reserve Lt. Col. Robert B. Chisholm, who each received the Joint Service Achievement Medal.

Air Force Reserve Lt. Col. Janice Vincent and Army Master Sgt. Douglas Washington were absent from the award ceremony but will be receiving their Joint Service Achievement Medals at a later date.

"I consider myself very lucky to have been able to participate in the largest Joint Staff-sponsored command post exercise ever conducted," Rudaski said. "Being able to see all of the elements of DLA active duty military, reservists and civilians, at both the field activities and headquarters

come together so quickly to solve the various problems was truly awe-inspiring. Everyone who participated in Positive Force should be commended, especially the members of the Joint Exercise Control Group and the field activities who had to respond to not only those scenarios presented by their commander but to those surfaced at headquarters as well. We pushed hard for those 12 days, but the training benefit can't be replaced."

"Working in the Logistics Readiness Center as part of the Crisis Action Team during Positive Force was a wonderful opportunity to learn more about how DLA works and the critical role it plays in the nation's defense," Brown later said. "As a public affairs officer newly assigned to DLA, I hadn't had much opportunity to see first hand how the logistics machine operated in a national crisis. It was clear to me that the success of the buildup, deployment and employment phases of the exercise hinged entirely on the agility of the logistics system. It was truly impressive."

"The real success achieved during Positive Force was reflected in how the Agency responded to the events of 9-11," Petrucelli said. "Again, the total force team of DLA, the active reserve and civilians stepped forward and made things happen seamlessly. All this is made possible because of DLA's active participation and commitment to joint exercises."

"Even though the award ceremony recognized just a small number, it must be noted that our success as an Agency was clearly due to the responsiveness and professionalism of all the field activities."◆

"As the Department of Defense's major logistics combat support Agency, JCS exercises like Positive Force provide the vehicle that allows DLA to train for its wartime mission and to practice its mission-essential tasks list"

-- Col. Lenny Petrucelli, USAF

Acclaimed Photojournalist Helps DLA Observe Hispanic Heritage Month

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

"It's a pleasure to be here with you celebrating the joys and wonder of my people," said Manny Monterrey, respected photojournalist and creator, co-author and co-producer of the multimedia project "Americanos: Latino Life in the United States."

Monterrey was the guest speaker at "Paving The Way for Future Generations - DLA Observes Hispanic Heritage Month" at DLA headquarters in October.

DLA Executive Director Phillip Steely, introduced Monterrey and read a portion of President Bush's 2001 Proclamation of Hispanic Heritage Month. He added, "We need to increase opportunities for our Hispanic employees and applicants," and said that a strategy to increase Hispanic employment at DLA is being designed and will be presented to the Corporate Board. "In order to continue this country's success, we need to remember the past and plan for the future," said Steely.

Monterrey then took the audience through a brief history of Hispanics in America, from migrant working camps to the White House. He reminded the audience that Hispanics are America's largest minority and deserve equality. "The faces of America's bosses and leaders will be very colorful in the not too distant future," said Monterrey.

He also encouraged America's employers to create more seminars exposing people to Latino culture. "I call on you not to just hire us, but to get to know us," said Monterrey. He continued, "We invite you not to learn

just our food and music, but also our language."

For more than 30 years, the United States has annually celebrated the rich history and cultural traditions of our Nation's Hispanic American people. The Congress, by Public Law 100-402, has authorized and requested the President to issue annually a proclamation designating September 15 through October 15, as "National Hispanic Heritage Month." The proclamation reads in part: National Hispanic Heritage Month provides us an opportunity to express deep appreciation to

numerous victories against the British. Luis Esteves organized the first Puerto Rico National Guard and rose through the ranks of the U.S. Army to become a distinguished Brigadier General. And 38 Hispanics have earned our Nation's highest military decoration, the Medal of Honor. The United States academic and scientific communities benefited from the contributions of Hispanic Americans like physicist Luis Walter Alvarez, who was awarded the Nobel Prize in Physics in 1986. Business leaders like Roberto Goizueta have had a positive effect on our Nation's economy; and many Hispanics have greatly influenced America's artistic, legal, and political communities.

Monterrey's multimedia exhibit was designed to be a visual expression of Latino lives. The photo book was shot by 32 photographers, 30 of them Hispanic and eight of them Pulitzer Prize winners, according to Monterrey. It took five years to shoot the pictures and four months to edit the over 70,000 images. He shared some of the photos from the project with the audience, which showed Hispanics working, making food, playing, and celebrating. Some of the photos were post-Americanos photos.

The multimedia project has grown to include the photo book, a world traveling photo exhibit, a film on HBO, a Kennedy Center Presents Concert, and a Latin music CD featuring some of the top Latin artists of today.

In his closing remarks, Monterrey exhorted the audience, "Let us all become one for the continued growth of our great home." ♦



(From Left to Right) Manny Monterrey, Famia Magana, director of Equal Employment Opportunity and Phillip Steely, DLA Executive Director, after the DLA Hispanic Heritage Month Observance. (Photo by Thomas Wilkins)

Hispanic Americans for their countless contributions to our society and to pay tribute again to America's distinctive diversity. Since our Nation's founding, Hispanic Americans have played an integral role in our country's exceptional story of success. Hispanic Americans served with heroism in every major American military conflict. The Continental Army benefited from the valor of Bernardo de Gálvez, who led his frequently outnumbered troops to

DLIS Employee Helps Keep History Alive

By Tim Hoyle
Defense Logistics Information Service
Public Affairs

Helping to preserve America's rich cultural heritage is more than just a job for Dr. Velma Clay, director of the Office of Equal Employment Opportunity for the Defense Logistics Information Service. Clay is also an avid collector of African-American art and has offered some of her pieces to an exhibit that commemorates the struggles of African-Americans as they transitioned from slavery to equality.

"The Journey to Freedom exhibits are a fine example of how we can help expand people's view of American culture as a whole through the eyes of great African-American artists," Clay said. "Now that we have crossed the bridge into the 21st century, it's important to ensure future generations will appreciate an American culture that includes the perspectives of all Americans."

The exhibits are a collaborative effort by the art centers of Battle Creek and Kalamazoo, Mich. Starting soon after Martin Luther King Day, they are scheduled to last from Jan. 24 through March 28. The displays include significant works by African Americans artists, who art historians like David Driskell say have helped to define and develop "a comprehensive tradition in the visual arts in our nation." Many feel these artists have been overlooked for centuries and not always acknowledged for their contributions.

The exhibits center around the following four themes:

- ✓ Theme I -- African Roots, Highlighting Our Nobility
- ✓ Theme II -- Against Our Will, Emphasizing the Legacy of Slavery
- ✓ Theme III -- Lest We Forget, The Civil Rights Movement
- ✓ Theme IV -- Triumph, Emphasizing the Richness and Complexity of African American Lifestyles.

The exhibits will be dedicated to the memory of Jacob Lawrence. The late artist was the first person to shatter the color barrier in this country's art galleries and the first African American to be represented in the

New York Museum of Modern Art's permanent collection. He is probably best known for his 60 numbered panel paintings entitled "The Migration of the American Negro."

Lawrence's work was not only historical, but it also represented a personal story as well. His mother was originally from Virginia and his father from South Carolina.

They migrated to New Jersey, where Lawrence was born. "I paint the things I know about and the things I have experienced," Lawrence once said of his work. "The things I have experienced extend into my national, racial and class group. So I paint the American scene."

Lou Stovall, printmaker for Lawrence's art, has agreed to serve as expert in residence during the exhibition. Stovall is loaning eight pieces to the Journey to Freedom exhibition. The pieces depict the mass migration of African-Americans from the southern United States to the northern industrial centers, depictions of Harriet Tubman conducting slaves to freedom on the Underground Railroad, Frederick Douglass' fight for the abolition of slavery and the efforts of white abolitionists like John Brown. Some of the pieces will also portray the efforts of Toussant L'Ouverture to lead Haiti and draft its first democratic constitution. ◆



Dr. Velma Laws-Clay (left) and her sister Vivian Laws-Ritter shared their extensive art collection with the Battle Creek and Kalamazoo areas during the Journey to Freedom exhibits. (Photo courtesy Kevin Hare/The Enquirer)

DLA Employee Begins One Year Assignment at Local High School

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

Donna Logan, a budget analyst in the DLA Support Services Business Management Office, was competitively selected recently by the American Society for Public Administration for a one year Intergovernmental Personnel Act (IPA) assignment. The IPA program permits assignments to or from state and local governments, institutions of higher education, Indian tribal governments and other eligible organizations to facilitate cooperation between the federal government and the non-federal entity through the temporary assignment of skilled personnel. The IPA program allows civilian employees of federal agencies to serve with eligible non-federal organizations for a limited period without loss of employee rights and benefits.

Logan was assigned to Anacostia Senior High School, in Washington, D.C., as an Academy Manager. Anacostia consists of five academies: the Public Service Academy; the Academy of Law, Justice and Security; the Academy of Environmental Sciences and Computer Technology; the Academy of Music and the Performing Arts; and the Preparatory Academy for 9th graders.

Anacostia is classified as a Career Academy, which is one of the fastest-growing high school reforms in the United States. Career Academies create more personalized learning environments through a school-within-a-school structure that is organized around a career theme. The academies serve a broad cross-section of students preparing for college and work. One of the key components of a Career Academy includes partnerships with employers who sponsor career awareness and work-based learning opportunities and financial support. Through business education and work experience, academy managers interact with local businesses to build public support and help students understand the role business plays in the community, industry and society.

In the early 1980s, schools were faced with the need for educational reform measures that would better prepare a diverse student population, both at risk and not, for the higher order thinking and reasoning skills required in an increasingly knowledge-based, service-driven

economy. The business community was faced with the threat of an inadequately prepared work force that would jeopardize their competition with other industrialized nations. Businesses and schools joined in partnership to improve the academic and technical skills of the future work force.

Logan has several ideas that she intends to focus on. "I am very excited about the assignment which allows me to assist the academy in developing long range strategic plans to provide future academic direction for the academies."

DLA has provided assistance to the academies at Anacostia for the past five years to resolve more long-term goals that reflect a better entry-level work force that would reduce training costs, increase productivity, and improve products and services. The benefits of engaging in an educational partnership enable DLA to be at the forefront in a changing society. Some advantages realized by business partnership include:

- ✓ Corporate image is enhanced.
- ✓ The Agency is providing a service to the community
- ✓ Individual participants share their professional skills, experiences and ideas with students, educators, and administrators.
- ✓ The relationship helps students establish both academic and career goals.

"The success of an academy depends upon a strong link between the business community and schools," explained Logan. "The integration of business and education can enhance students' in-school and post graduation options. The relationship gives students not only work experience, but also an invaluable introduction to the job market that contributes to the development of a stable workforce." ♦



Donna Logan. (Photo by Thomas Wilkins)

Case Is J-6 Deputy Director

Edward J. (Ted) Case has been selected to fill the position of Deputy Director, Information Operations/Chief Technical Officer in the Directorate of Information Operations at DLA headquarters, and appointment to the Senior Executive Service.

In his new role, Case will serve as a key member of the J-6 executive team, responsible for implementation of the technical infrastructure and applications architecture for the Agency. He assumes his new duties following service as the Associate Director of Operations in J-6.

He recently retired from the U.S. Navy following a tour at DLA in which he served as the Deputy Division Chief, Systems Integration Division; Division Chief, Information Resources Management Division; Deputy Staff Director, Information Services Office; the Program Team Leader for major information technology programs; Program Manager of the DoD Standard

Procurement System and the Director of the Defense Procurement CIM Systems Center, DLA Deputy Chief Information Officer, and the Co-Director of the DoD Paperless Contracting Integrated Product Team.

A second-generation Navy Supply Corps officer, Case received bachelors degrees in Political Science and Economics from King's College Wilkes-Barre, Pa., and was commissioned an Ensign in the Navy in August 1974. He received a Masters of Science degree in Computer Systems Management in 1986 from the Naval Postgraduate School, Monterey, Calif. where he was also awarded the RADM Grace Murray Hopper Award for Excellence in Academics and Leadership in Computer Technology.

His military awards include the Defense Superior Service Medal, the Defense Meritorious Service Medal, the Joint Service Commendation Medal, the Navy Commendation Medal, the Navy Achievement Medal, the National Defense Service Medal and Supply Corps Submarine Dolphins. ♦

Falvey Selected PEO In J-6

David J. Falvey has been selected to fill the position of Agency Program Executive Officer in the headquarters Directorate of Information Operations, J-6, and appointment to the Senior Executive Service.

In his new capacity, Falvey will be responsible for the development, acquisition, testing, systems integration, product improvement and fielding of DLA IT programs.

Falvey joined DLA in 1998 with a broad background in program management and systems development, having held various highly responsible positions in these areas with the U.S. Navy.

A graduate of the Naval ROTC program at Rensselaer Polytechnic Institute in Troy,

N.Y., majoring in Management (Industrial) Engineering, Falvey was commissioned as an Ensign in the United States Navy in 1974.

His active duty Navy sea assignments included USS Forrestal (CV-59), USS Frank Cable (AS-40), and Supply Officer, USS Dewey (DDG-45). He also served ashore as a Data Processing Officer for the Atlantic Fleet Polaris Material Office, Charleston, S.C., and as Assistant Supply Officer, Naval Air Station, Alameda, Calif.

A captain in the U.S. Naval Reserve, Falvey has commanded five Naval Reserve units, including two DLA distribution units and two Navy supply center units. He is currently Commanding Officer of NR

NAVICP Mechanicsburg Team THREE, Forest Park, Ill. His decorations include the Defense Meritorious Service Medal, Joint Service Commendation Medal (Oak Leaf Cluster), and Navy Commendation Medal (Gold Star).

Falvey received his Masters Degree in Business Administration from the University of California at Berkeley in 1986. He is a 1995 graduate of the U.S. Naval War College of Naval Command and Staff and a 1997 graduate of the DoD Senior Executive Leadership Development Program, a DoD capstone course for its future civilian leaders. ♦

Poleo is J-8 Budget/Program Deputy

J. Anthony Poleo has been selected to be the second Deputy Comptroller for Budget and Program Integration Operations at DLA headquarters J-8, and appointed to the Senior Executive Service.

Poleo began his DLA career as an undergraduate cooperative education student in 1981 and returned full-time to the DLA Comptroller's Office upon graduation in 1984. From 1984 to 1998, he held various and progressively more responsible positions in the Program/Budget Group.

During this period, Poleo served as the Defense legislative aide to Senator J. Bennett Johnston, United States Senate; assumed responsibility for ensuring the overall financial integration of Service depots into DLA as directed by the Defense Management Review; and directed the financial activities of the DLA Supply Management busi-

ness area.

He served as the Staff Director, Financial Services, Systems, and Control after directing the activities of the Financial Program Integration Group from 1998 to 2001.

Poleo received his bachelor of science in Business (Finance) degree from Virginia Polytechnic Institute in 1984. In 1989, he earned a Masters Degree in Public Financial Management from American University. He has completed the Program for Senior Executive Fellows at Harvard University and attended the Federal Executive Institute. Poleo was granted the designation of Certified Government Financial Manager (CGFM) by the Association of Government Accountants (AGA) in 1996.

In addition, Poleo has served as a Director on the Board of Genesis Federal Credit Union since 1991 and has been its Chairman since 1996. ♦

Supporting Operation Enduring Freedom

By Ellen Badstibner

Operation Enduring Freedom. These three words evoke different images to different people. Some see the collapse of the Twin Towers, the attack on the Pentagon, and the thousands of innocent people who suffered and died on Sept. 11, 2001. Others picture the Special Forces troops on the ground in Afghanistan determined to conquer the Taliban. Still others envision the daily bombing raids on terrorist training camps and hideouts in the pursuit of Osama bin Laden.

As a U.S. Army logistician, I see past these images into the Department of Defense's support of the 'necessities' of waging war. My experience allows me to reach past the issuance of weapons, communications equipment and items related to the general war machine. My focus, instead, is on issues related to supplying water, blankets, hats, clothing, Meals-Ready-to-Eat and a myriad of other logistical assets that

enable the military to function consistently on a day-to-day basis no matter the location.

While they may not appear on CNN in camouflage and a flak vest, there are countless individuals contributing to this war from behind the scenes. Specifically, I am referring to the individuals of the Defense Logistics Agency, in particular, Defense Supply Center Philadelphia-Europe.

As a member of the 200th Materiel Management Center (MMC), a 21st Theater Support Command brigade headquartered in Kaiserslautern, Germany, my colleagues and I interact with DLA. While supporting OEF, the 200th MMC requested over 600 different items managed by DLA. These efforts included assistance with the staging of blankets for the humanitarian effort in conjunction with the Army and other governmental agencies. This effort required depleting DLA's stock in order to meet a demand of 3,200 blankets per day.

Subsequently, the blankets were air-dropped into Afghanistan for use by the Afghans.

In addition to old-fashioned hustle, DLA also provides creativity and a willingness to work "outside the box." When the Army could not utilize bottled water (the requested item) for airdrops due to the bottles bursting upon impact, DLA pushed hard and used five-gallon water cans to meet the Army's demand. These water cans ultimately were used to sustain Special Forces personnel on the front lines.

On another occasion, the Army had a dilemma procuring national flags from the registered materiel manager, as the manager had contractual difficulties and could not honor the Army's requisitions. Rising to the challenge, DSCP-Europe was able to provide these flags within a 12-hour timeframe in order to meet the mission.

Organizational Clothing and Individual Equipment (OCIE), for each soldier at the front lines, was

available either at Defense Distribution Depot-Europe or quickly available from CONUS (Continental United States). This fact was important because the war on terrorism commenced in the fall and continued into the Afghani winter. Additionally, U.S. Army soldiers required several different versions of their battle dress uniforms. Each request put forward to DSCP-Europe was quickly filled, professionally managed and expertly supported.

Commanded by Army Col. Alfred Gross, DSCP-Europe is a hub of dedicated and patriotic employees. While numerous individuals come to mind, several stand out including Reginald Tate, DSCP-Europe representative for Clothing and Textiles. Tate makes chaos look like child's play, and the support provided by him and his colleagues was second to none. When the 200th MMC needed immediate assets, DLA ensured the shipment was at its destination

that day. This support did not just happen on occasion, but rather as a rule.

Exceptional service requires extraordinary coordination between parties in order to meet the varied challenges the Army puts forth to DSCP-Europe. Vernon Mitchell and Sgt. 1st Class Thomas Rentsch were unfailing in their support of providing Meals, Ready to Eat and other subsistence items. Tonia Whittaker and her colleagues verified and coordinated all of the off-line requisitions generated by the Army. The DLA Systems Integration Office assisted with the correction of Geographic Area Codes problems allowing issues to flow freely into the European Theater.

Additionally, we want to recognize the individuals who staff the DLA Call Center, the Inventory Managers who assisted with the 'problem' items, and Master Sgt. Ernest Petit-Frere who moved shipments in the

direction needed.

To the unsung heroes listed here and the many others who solidified the DLA mission, we say 'Thank You' for your loyalty, devotion to duty and the support you provide our soldiers. At a time when doing more with less has become the norm, you have proved that excellence in support can be accomplished -- well beyond expectations. Each individual and team mentioned herein can be proud of the contributions they made to the success of our U.S. Army soldiers. The ongoing, excellent performance of our warriors in providing their mission is testament to the excellent logistical support provided for Operation Enduring Freedom -- from behind the scenes.

Editor's note: Ellen Badstibner, is a Logistics Management Specialist with the 200th Theater Support Command, Kaiserslautern, Germany.



DLA Video Wins Golden Eagle Award

By Don Wagner
DLA Public Affairs

The Defense Logistics Agency video production office's historical video documentary, "Quartermaster to a Generation," has won the 2001 National CINE Golden Eagle Award.

Nutan Chada, senior video producer, in the DLA Visual Communications Division produced the documentary to honor DLA's first director, Army Lt. Gen. Andrew T. McNamara. This year's award ceremony will be held March 8 at the Grosvenor Auditorium of the National Geographic Society, Washington, D.C.

CINE is one of the most prestigious film and video organizations, according to Chada. The Golden Eagle Film and Video competition acknowledges excellence in documentary

and other informational film and video production in a variety of content categories. More than 1,000 entries were judged in 21 categories.

Some of Chada's previous video subjects have included Defense Supply Center Philadelphia in "Keeping America Ready" and Defense Supply Center Richmond in "At the Leading Edge of Readiness Support." Chada's other videos include "The Power of Partnership," "Always Remember," "The Base Next Door"; "NAVSEA: Wiring the Fleet" and "Fort Lee: It All Starts Here."

"Quartermaster to a Generation" was one of my most intense productions as a video producer," Chada said. "As soon as I heard that the headquarters

building was going to be named after General McNamara, I suggested I be allowed to produce a short documentary on his life."

Chada had eight weeks to produce the type of documentary that normally takes five months to produce. "I surrounded myself with an excellent creative team, and through all of our efforts we produced a wonderful documentary that celebrates the life of an amazing man," she said. "I feel honored to have been the producer of "Quartermaster to a Generation."

Lynford Morton, chief of public affairs for Defense Contract Management Agency, said, "I wasn't surprised to learn Nutan had won the CINE award. Her talent, creativity and work ethic practically guarantee you a superb product. The McNamara video

Continued on next page

was probably some of Nutan's best work. It is only fitting that it was done to honor a man who contributed so much to make DLA what it is today."

Morton added that videos such as the McNamara tribute represent "hours of Nutan's brainstorming; scriptwriting and rewriting; long hours of shooting and editing; and doggedly insisting on the best quality work from everyone around her. It's no surprise CINE would recognize her work."

Chada has won awards for major video projects for Naval Sea Systems Command. Navy Capt. Keith Arterburn, director of congressional and public affairs for

Naval Sea Systems Command Personnel, said Chada's "keen eye for visual emphasis and image development has contributed significantly to the impact of our visual communication products."

"Her work for Naval Sea Systems Command has been world class, insightful and visually articulate," he said. "She knows how to communicate in video and delivers her very best each time. We are proud of the work she has produced for us."

As a producer, Chada manages all phases of production including scriptwriting, directing, shooting, contracting services, graphics and editing. She is also an experienced world traveler, working in Bosnia, Kosovo, Japan and Korea.

DLA Video Productions has

won many awards through its worldwide distribution. "When you bring your project to us," Chada said, "be prepared to just sit back and enjoy the creative process."

That process, she said, includes "everything you need to fulfill your production needs. We



Nutan Chada (Courtesy photo)

"hours of Nutan's brainstorming; scriptwriting and rewriting; long hours of shooting and editing; and doggedly insisting on the best quality work from everyone around her. It's no surprise CINE would recognize her work."

-- Lynford Morton

take a fresh, creative approach to make your ideas come to life. No project is too small for us. From conferences to training seminars to full-blown film and video productions, we will give you 100 percent of our experience."

During her eight years with DLA, Chada has traveled the

world and throughout the United States interviewing and videotaping DLA people and activities. Her videos are shown to DLA employees worldwide and customers such as DLA supply centers and the Coast Guard.

Last summer her slogan, "Forty Years of Logistics Excellence," won first prize out of more than 430 entries to celebrate

the agency's 40th anniversary on Oct. 1, 2001. The DLA Corporate Communications office sponsored the DLA slogan contest to increase awareness of DLA worldwide and encourage recognition of the Agency's significant contributions to the combat readiness of America's warfighters.

"Nutan Chada is an outstanding employee who works diligently on all of her projects," said Sam Moneyhun, chief of the DLA Visual Communications Division. "She is a true professional who is always trying to expand the capabilities of the video production staff. She has been willing to take on the hard projects, long trips and remote or challenging locations. She has won many awards and no doubt will win many more." ♦

DDHU Deputy Commander Recognized

Joe Robles, Deputy Commander, Defense Distribution Depot Hill, Utah (DDHU), was recently presented with the DLA Superior Civilian Service Citation by Brig. Gen. James Pillsbury, USA, Commander of the Defense Distribution Center.

Robles was commended for his exceptional performance as Acting Commander at DDHU for the period of August 2000 to July 2001. During this period, Robles' outstanding leadership was instrumental in maintaining distribution performance and customer service levels during a period of change and additional duties not normally found at all DDC distribution centers.

"Civilians like Joe Robles are the reason DDC is leading the way to good distribution practices," Pillsbury said. "I am proud to honor him, as he honors us with his hard work and dedication."

During Robles' tenure as the acting commander, the DDHU Transportation Division received an award at the Military Traffic Management Command (MTMC) Transportation Conference for the Astray Freight Program recovering the highest dollar value (more than \$4 million) of material during calendar year 2000. ♦



DLA Officer Receives Achievement Medal

Lt. Col. Michael G. Markovich, USAF, Medical Program Manager in DLA headquarters Logistics Operations, J-3, received the Army Achievement Medal from Sue L. Baker, the Director of the Single Stock Fund in the Office of the Deputy Chief of Staff for Logistics, Headquarters, Department of the Army, in December.

Markovich was recognized for his support in the Department of the Army Single Stock Fund implementation planning and execution. He was the lead DLA person overseeing the medical single stock fund (Class VIII) implementation.

The project lasted for a year and a half, with the most extensive work occurring between April 2000 and March 2001. Markovich still performed all his duties in J-3 while simultaneously working on the Army's project - attending meetings at Walter Reed Army Medical Center and the United States Army Medical Materiel Center in Europe to ensure Army medical customers of uninterrupted quality support.

The project was initiated when an Army General Officer Working Group decided that Non-Army Managed items (NAMI) would be excluded from the

new Army Single Stock Fund (SSF). In July 1999, the Army Surgeon General requested that DLA support the Army medical command through the Defense Working Capital Fund. "The key to this was the development of a strategic partnership with the Army Medical Command, and we accomplished that through a Memorandum of Agreement," Markovich explained.

"This was a very unique project, the first of its kind in the medical commodity," Markovich said. "It was definitely frontier work."

DLA's role in Single Stock Fund is extending ownership to Service retail-managed classes of supply that are excluded from the Army Stock Fund, e.g., Class I Subsistence, Class II Individual Equipment (Initial Issue Clothing), Class III Bulk Fuels, and Class VIII Medical Supplies. These stocks include NAMI for which the national manager is the Defense Logistics Agency. Each class of material has its own "tailored support arrangement," allowing requisitions for DLA-managed materiel to flow directly to the source of supply, vice through the Army Working Capital Fund.

Markovich led the Class VIII team of DLA Headquarters, Defense Supply Center Philadelphia,

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and Army personnel who accomplished a Memorandum of Understanding which was signed by the Director of DLA, the Army Surgeon General, and the Army Deputy Chief of Staff for Logistics on June 1, 2000. The MOA defined the capitalization of Army medical inventory to DLA, transfer of local purchase obligation authority from Army to DLA, DLA support of Army medical local purchase, credit card and DBPA orders, and other Army-DLA responsibilities and goals. As a result, the Army was able to transfer to DLA about \$16 million in inventory, and transitioned 19 activities to Defense Wide Working Capital Fund (DWWCF) support in accordance with the planned schedule.

"Class VII [Medical Supplies] was the most complex and complicated of the classes to initiate. The bottom line of it today is that it works. That was validated by Col. Jonathan Kissane of the Army Surgeon General's office in his remarks during the award ceremony," Markovich said "It works very successfully in that our WCF fully supports Army readiness capabilities, such as Operation Enduring Freedom."

DLA has taken full ownership of items in Class I (Army Food Management Information System), Class II (Army Clothing Initial Issue Point System), Class III (Bulk Fuels) now managed in Fuels Automated System, and Class VIII (Theater Army Medical Management Information System). DLA was and is the National manager for these Classes of Supply.



Lt. Col. Michael G. Markovich receives the Army Achievement Medal from Sue L. Baker, Director of the Single Stock Fund in the Office of The Deputy Chief of Staff for Logistics. Also pictured (from left) Lt. Col. Bill Fry, Col. Jonathan Kissane, Surgeon General's office; Frederick N. Baillie, Executive Director, Business Management, and Maj. Gen. Hawthorne L. Proctor, director of DLA Logistics Operations. (Photo by Thomas Wilkins)

Since his arrival, Markovich has negotiated several difficult strategic partnering agreements with the Services including Army Single Stock Fund, which have, and will continue to markedly improve medical readiness capabilities. Markovich has also taken on additional duties for the agency as the medical subject matter expert on the Readiness Surge and Sustainment (RSS) Cell for Operation Enduring Freedom. In this capacity he is special advisor to the Director, and interfaces frequently with the Services, Joint Staff, and the Office of the Secretary of Defense. His work directly impacts many of DLA's mission critical programs. ♦

Grant Receives Meritorious Civilian Service Award

Elizabeth M. Grant, Defense Logistics Agency associate general counsel, was awarded the DLA Meritorious Civilian Service Award in November by DLA Director Vice Adm. Keith W. Lippert.

The senior acquisition attorney for the DLA Office of Counsel, Grant provides lead acquisition support

to DLA Logistics Operations and Logistics Policy and Acquisition Management and to field activity offices of counsel.

Grant is responsible for providing advice and counsel on acquisition policy and operations; has program management responsibility for the DLA Bid

Two DLA Employees Receive Highest Civilian Award

Two Defense Logistics Agency employees have been awarded the Department of Defense Distinguished Civilian Service Award. The award is the highest given by the Secretary of Defense to career employees and recognizes individuals whose careers reflect exceptional devotion to duty and extremely significant contributions of broad scope to the efficiency, economy, or other improvement in the operations of DoD.

Steven Bennett, deputy commander of the Defense Supply Center Columbus, and Rose Marie Badame, director of operations at the Defense Supply Center Philadelphia are the 2001 recipients from DLA.

Bennett has worked for DoD for 20 years and has been the DSCC deputy commander since 1998. As deputy commander, Bennett manages DSCC's daily operations. DSCC provides 50 percent of the repair parts to the Army, 55 percent to the Navy and 32 percent to the Air Force. In addition, DSCC is the host organization for 23 tenant organizations and 6,100 employees.

The award citation in part reads: "Mr.

Steven R. Bennett is receiving this award for leading DSCC to unprecedented levels of supply support during 2000. His exemplary leadership, vision, and innovative management concepts lead DSCC to the highest weapon system support statistics,



(Left to Right) Steven R. Bennett, DSCC deputy commander; Phillip Steely, DLA executive director, and Rose Marie Badame, DSCP director of operations, at the DoD Distinguished Civilian Service Awards ceremony. (Photo by Thomas Wilkins)

highest supply availability, which translates immediately to increased readiness for the warfighter. Mr. Bennett's outstanding contributions will leave an indelible mark at DSCC for years to come, bringing great

credit to himself, DoD, and DLA."

Badame has worked for DoD for over 30 years and has been in her present position since June 2001. DSCP is a combat support agency responsible for providing food, clothing, medical, and general and industrial products and services to the US. Army, Navy, Air Force, Marines, Coast Guard, civilian agencies and foreign governments.

Her award citation in part reads: "Ms. Rose Marie Badame has been instrumental in contributing to the continued success of DSCP. Her commitment to excellence and support of the warfighter are exemplified through her implementation of the DSCP supply chain integration strategy to address response, quality, and price issues through process, technology, organizational, and infrastructure improvements. She facilitated deployment of electronic commerce techniques throughout DSCP, automating over 90 percent of all business transactions. Ms. Badame has overseen the implementation of the DSCP Procurement Gateway, the Call Center, Subsistence Total Order and Receipt Electronic System, and Third Party Logistics." ♦

Protest Program; serves as lead DLA Headquarters counsel for the depot and Defense Reutilization and Marketing Service A-76 effort; and is the DLA Office of Counsel headquarters advocate for alternative dispute resolution for acquisition.

Grant was awarded for her outstanding performance on difficult and sensitive acquisition issues. She has advanced agency programs such as alternative dispute resolution and worked with field legal offices, providing exchange of information and related benefits.

Grant has shown exceptional leadership in innovation for the agency alternative dispute resolution

program, according to Bruce Baird, DLA General Counsel. Through her initiative and follow-up, DLA now has an ADR clause to be used in all solicitations, helping to institutionalize this agency program. Also through her efforts, DLA has issued policy on use of ADR in contracting officer final decisions and in post-award orientations.

Grant graduated magna cum laude in history from Cornell University in 1978, graduated with honors from George Washington University Law School in 1981 and joined DLA in 1983. She received the OSD Award for Excellence (1994-1997) in 1997 and has received many performance awards throughout her tenure with DLA. ♦

