

Defense Distribution Center

Review

News From and About The Nation's Distribution Depots

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Autumn 1998



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INSIDE

**BG Barbara Doornink
Commander, Defense Distribution
Center**

Brig. Gen. Barbara Doornink was interviewed in August 1998, by Jackie Noble, DDC Command Affairs Officer.

What are your first impressions of the DDC organization?

An organization is only as good as its people. The DDC is a great organization with a lot of talented, dedicated people. The DDC is a relatively new organization so the kind of talent we have is important to our future. As the organization is only a year old, we are still in the process of settling and getting established. There are still things to learn about making the organization better and how we can improve communication with the depots, DLSC and DLA HQ. Last year was a time of huge transition as DDRE and DDRW became the DDC bringing with it policy and procedure revisions. This is the year of evolution as the organization completes its configuration. Our jobs are made more challenging by the change at our higher level command, DLSC. The DLSC role has changed from directing elements of the field to one of looking outward to the services and structures within the Department of Defense and to concentrate on policy issues.

Looking towards 2001, what is your vision for the DDC and depots?

Without a doubt, DDC and all the many elements within the DDC have to become established experts for distribution within DoD. As we fight jointly, we need joint logistics. DLA now has a greater responsibility than ever. We have to get the word out that the DDC is where you come when you have a concern or need assistance with distribution issues. Distribution is what we do better than anybody. We must believe in ourselves and work hard. We need to be cognitive of the changes and have a feel for the direction that all the elements surrounding us are going to take so we are with them or just ahead of them. I see the DDC as being a leading edge. If we can't support the services in change and how they do business so that every airman, soldier, sailor and marine is offered the opportunity to have what he needs when he needs it then we are not doing our job. That means we have to have a better understanding of the Inventory Control Points (ICPs) and they have to have a better understanding of us. Clearly, distribution is a critical feature. If our response time is 100% but it is only 100% of those items in stock, what good are we on the backorders that the soldiers and sailors need? So, that relationship with the ICP needs to be at the forefront.

Traditionally in the services, certainly in



modern warfare, from the Spanish American War on, the biggest challenge for the U.S. military has been to get supplies to where they need to be. A classic example of a distribution problem was when Pershing used French supplied howitzers to support his divisions in World War I. It wasn't because the U.S. didn't have the howitzers. It was because the U.S. didn't have ships available for both the howitzers and the troops. We reinvent and learn from history. Taking advantage of technology and using the commercial abilities are important. We cannot do things by ourselves. We need to learn from the commercial industries. Realistically, we have to understand the commercial industry and apply its practices so we can leverage them to our advantage. Not to compete but to provide service and partner to find a best solution. That is a challenge for us.

We will see an increased use of information technology. Our work force has to be better trained in 2001 than it is today. The situation around us is changing so fast, that if we don't train our work force they can't keep the pace we need. The way we did things in 1968 in Vietnam and in 1991 in Desert Storm is not acceptable today. We made a lot of the same logistics mistakes that were made in Korea. We must learn from the past. Haiti was an improvement. Today, Bosnia is being used as a test bed to do logistics even better. DDC is a part of that success story. We are by no means finished with moving forward and learning. A lot of work is still done by work arounds or one of a kind reso-

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Chief of Staff.....Col Glenn M. Melton, USA
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lutions not universally accepted. The best value concept is incredibly important as we look towards the future.

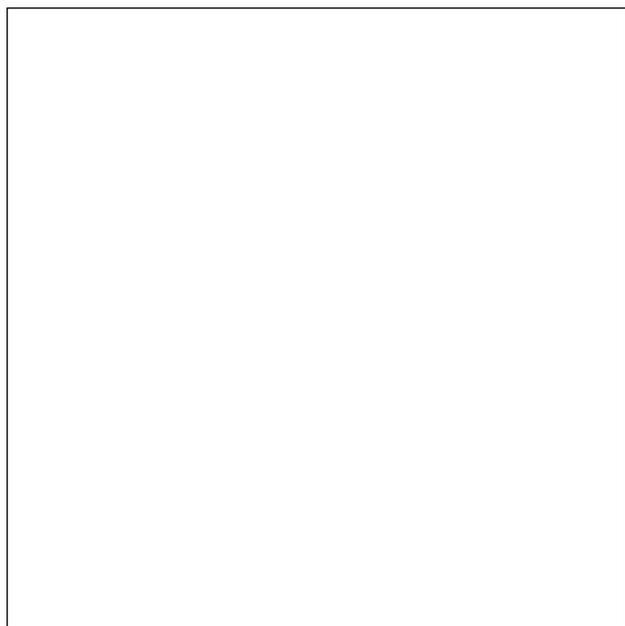
How would you describe your management style?

Management by walking around. I'm hard to keep in the office. The DDC provides a unique challenge in terms of getting out there to talk to the great DDC work force. I believe information is only good if shared. I like to communicate with the people actually doing the work. My e-mails are short. E-mails are a great system. They carry intent and give a heads up but are not a substitute for structure. The geographic dispersion of the DDC necessitates many phone conversations but I don't have long phone conversations.

Effective communication is critical to the DDC. How will you communicate your ideas and plans?

That is a challenge to all. Shortly, all DDC employees will be seeing a video detailing the DDC Long Range Business

Plan. This video will outline the challenges and vision of the DDC as we look towards 2001 and the role we all will have in pursuit of excellence in distribution. As I visit each of the depots, I plan to participate in an open forum with employees and management as well as meet with the local labor representatives. I am still working out the specifics on the best method of getting out the top priorities. However, in early October, I initiated a Video Teleconference (VTC) session with one depot a week. This will allow depots and principal DDC staff members to share information and updates on programs affecting the depot which should provide for improved communications and team work to provide the needed support. The first three depots to have a VTC session are DDDC, DDRV, and then DDCT.



Brig. Gen. Doornink, left, speaks with Lt. Gen Glisson, DLA Director, at Reception following the Change of Command.

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Industry Day & Beyond

By: Orang Demehry

The Defense Logistics Agency (DLA) hosted a Distribution Industry Day on July 16, 1998, at DLA Headquarters, Fort Belvoir, Va. The intent of Industry Day was to open communication between the Government and Industry by providing an overview of requirements, obtaining industry input to the Performance Work Statement (PWS) and conducting an informal market survey. Presentations were given by Rear Admiral Steven Morgan (DLA A-76 Lead), Ms. Phyllis C. Campbell (DDC Deputy Commander), Ms. Deborah Raita (Contracting Officer), and the depot commanders from Columbus, Warner Robins, and Barstow.

The goal of Industry Day was to issue three Requests for Proposal (RFPs) that accurately describe the operation of three distribution facilities: Defense Depot Columbus, Ohio (DDCO), Defense Depot Barstow, California (DDBC), and Defense Depot Warner-Robins, Georgia (DDWG). The RFPs will be issued in accordance with OMB Circular No. A-76, Performance of Commercial Activities.

How effective was Industry Day? More than 165 individuals, representing over 75 companies, attended. Companies ranged from logistics providers to information technology groups. The result, at the end of the day, was hundreds of questions from both Industry and Government representatives. Many of these questions and the answers along with the Draft RFPs are available on the Defense Logistics Support Command's (DLSC) homepage at www.supply.dla.mil.

Feedback is that Industry Day was a success. Private industry felt that sufficient information was provided to understand the depots, though not providing so much information that they would have an unfair advantage in the competitions. Nevertheless, functions and issues that needed to be explained more thoroughly were identified. The bottom line is that Industry

Day was useful and beneficial in our preparation for fair and equitable competition.

What are the next steps? (See box below.) The RFPs continue to be refined by the A-76 Study Teams as they incorporate Industry Day feedback and gather additional information at the three depots. The release of the RFPs are scheduled for November 11th, December 18th, and January 19th for Columbus, Barstow, and Warner Robins respectively. In parallel with the RFP development, the Study Teams are beginning to develop their respective Management Plans that will provide the Government's Most Efficient Organization (MEO). The MEO will present the Government's estimate of RFP requirements. This will then be compared against the selected Contractor's proposal and a decision will be made.

The end goal is to achieve real savings for the federal government. The fundamental purpose of the A-76 process is to discover hidden efficiencies and capitalize upon them. At Industry Day, all parties were given the opportunity to have input and, thus, drive closer to our goal. As it stands, we are on track for a quality and equitable process.

Performance Work Statement: Is It Juicy?

By: Orang Demehry

What is a Performance Work Statement (PWS) and how does it differ from a Statement of Work (SOW)?

In short, a PWS defines "what" is to be performed. It involves the process of identifying requirements in terms of outcomes and outputs, standards, and workload. In contrast, its predecessor, the SOW, defined "how" the work was to be performed. This is a very important distinction. By not defining how something is to be done, you allow much more room for process improvements and other creative and innovative means of

getting "what" needs to be done. In other words, the PWS describes the desired final outcome. As an example, if you were to cook a steak, in a SOW you might describe the steps you need to perform to get a juicy steak. This may include doing things such as choosing fresh meat, cooking over a medium heat for a long period of time, selecting the right seasonings, etc. In a PWS you would state the requirement as providing a juicy, tender, and tasty piece of steak.

THE SIX SECTIONS OF A COMMERCIAL ACTIVITIES REVIEW:

C-1: Referred to as the "**General**" section, it provides the scope of work and background information.

C-2: Known as the "**Definitions**" section, it provides applicable definitions of terms and acronyms.

C-3: Recognized as the "**Government Furnished Property and Services**" section, it identifies and explains all services and property that will be provided by the Government to the Performing Activity.

C-4: Designated as the "**Contractor Furnished Items**" section, it identifies everything not included in C-3 that needs to be provided and performed by the Performing Activity.

C-5: Known as the "**Specific Tasks**" section, specifies the requirements in terms of the outputs (products and services) and may include standards.

C-6: Lists all the "**Applicable Government Publications and Forms**".

Technical Exhibits: Usually additional detailed information such as a Performance Requirement Summary, workloads (current and projections), required reports, listing of Government furnished facilities, equipment, and supplies, and standards are provided.

In a PWS you state the requirement... providing a juicy, tender, and tasty piece of steak.

In a SOW you might describe the steps to getting a juicy steak...including such steps as choosing fresh meat, cooking over a medium heat for a long period of time, selecting the right seasonings, etc.

How you reach this result is not as important as the result itself. The standards for measuring juiciness, tenderness, and tastiness would have been included in the PWS so that you could measure the result by a consistent standard. Besides

quality standards, you would include timeliness standards that a steak would have to be cooked by. We have just allowed ourselves the flexibility for someone else to present their plan on how they could reach the same result in a more effective and efficient manner.

Although simplified, this example gets to the core reason for a PWS and the reason they are effective in A-76 Studies. So, what makes up a PWS? The PWS consists of six sections and technical exhibits. These six sections would then become part of the Request for Proposal (RFP) as section C-1 through C-6.

Although this document is "leaner" than its counterpart, the SOW, it contains as much, if not more valuable information for Industry and Government to develop a quality proposal. This is also a formidable task for the A-76 Study Teams. They have to collect as much useful information as possible about the depot operations, perform analysis, and present the information in a useful and accurate way. So, this may not be as easy as cooking a steak.

Caution When Releasing A-76 Information

By George Sisson, DDC General Counsel

This is a reminder that with the public-private competitions now underway in DDC, access to information is critical. All personnel need to be aware of limitations on the access and dissemination of information. Some information related to these competitions may be confidential source selection or procurement sensitive information and its release would violate federal law. Release of other information may not violate a specific law, but may well result in an unfair competitive advantage to the recipient of the information. Depot Commanders and personnel should not respond to requests from potential offerors for information about Depot operations. The Contracting Officer at DSCC is the person who will, at the appropriate time and in the appropriate manner, release necessary information to offerors. Questions related to public-private competition within DDC organizations should be referred to the DDC A-76 Hotline: 1-

877-333-1946. Some questions may be referred further to the contracting office at the Defense Supply Center Columbus (614-692-4115 or DSN 850-4115).

FREEDOM OF INFORMATION ACT (FOIA)

We know that under FOIA any person can request and gain access to Government records and information. It is an important statutory right of citizens living in a country with an open Government. But FOIA also provides that certain information is protected from disclosure. These FOIA Exemptions provide a framework to make decisions on whether or not to release information and balance the public's right to know about the workings of Government with the competing interests concerned with preservation of the confidentiality of sensitive personal, commercial, and Government information.

Requests for information may come in many forms. FOIA may not even be mentioned by the requester. Requests may come in over the phone and via E-mail or in-person conversations. All requests for information from individuals or agencies outside the government should be considered carefully. General information questions related to depots, mission, policy or large scale personnel actions (such as RIFs) may be referred to the DDC Command Affairs Office (717-770-6223). All requests for information related to specific personnel actions, labor disputes, employee disciplinary actions or separations or for reports or documents should be referred to the DDC FOIA Manager in the DDC Office of Counsel (717-770-8500).

Release of information will be addressed on a case-by-case basis. However, two Exemptions may be used to deny access to certain A-76 related information. Exemption 3 - Documents that another Federal statute specifically orders us not to release. One such statute is the Procurement Integrity Act. The management plan, Most Efficient Organization (MEO) and in house cost estimate are examples of information that should be considered and marked as source selection information. Exemption 5 - Certain internal memorandums, predecisional opinions and recommendations, and confidential Government commercial information. We have taken the position that current cost data related to the operation of the depot, details on current organizational structure, MEO initiatives, re-engineering efforts, or current job classifications, if released to a competitor could put the in-house bid at a competitive disadvantage. Depot workload data is being released as part of the procurement process. Some workload and performance data is available on the internet. It is the coupling of the workload data with the cost and organizational data that might place the in-house effort at a disadvantage.

If you have questions about whether information should be released, call the Office of General Counsel, at 717-770-8500 or DSN 977-5278.

DDC A-76 Hotline: (Toll-Free) 1 (877) 333-1946.
DSCC Contracting Office: (614) 692-4115
or DSN 850-4115
DDC Command Affairs Office (717) 770-6223
or DSN 977-5739
FOIA Manager (DDC Office of Counsel) (717) 770-8500
or DSN 977-8500

First DDC Change of Command, July 28, 1998

On July 28, 1998, the Defense Distribution Center (DDC) reached another milestone. The DDC was established in October 1997, the organization, 10 months old, has now gone through its first Change of Command. Brigadier General Kenneth L. Privratsky, USA, former commander of Defense Distribution Region East and the first Commander of the DDC, turned over the reigns of leadership to the DDC's second commander, Brigadier General Barbara Doornink, USA.

A hot, sunny day provided the backdrop, and an illustrious array of guests the audience, for the first DDC Change of Command. The flags of the 50 states ringed the ceremony site at the DDC parade ground, while a huge American flag waved energetically over the patch of green, the DDC Firestation to one side, the stately Commander's Residence, to the other.

As the invited guests and DDC employees arrived and took their seats, the DDC Singers, a volunteer group under the direction of Ms. Sharon Heiner, energetically sang a variety of patriotic songs. As the hour for the ceremony approached, the 113th Army Band, originating from Fort Knox, Kentucky began to play familiar martial music. A blend of tradition and symbolism, the ceremony marked the end of one phase of the DDC's existence and the beginning of another. Captain Gregory Raymond, Aide-de-Camp to Brig. Gen. Privratsky, presented Mrs. Kathy Privratsky a bouquet of salmon colored roses, a long standing Privratsky tradition at these events.

The ceremony was presided over by Rear Admiral David P. Keller, SC, USN, the Commander of the Defense Logistics Support Command. Also in attendance were Lieutenant General Henry T. Glisson, USA, Director of the Defense Logistics Agency (DLA) and other Senior Executive Service (SES) and military leaders of DLA and friends of Generals Doornink and Privratsky. Brig. Gen. Privratsky firmly passed the DDC flag, the symbol of transferring leadership, to Brig. Gen. Doornink, who grasped it with equal firmness. Rear Adm. Keller's remarks, following the transfer of leadership, alluded to the many accomplishments under Brig. Gen. Privratsky's Command as well as the anticipated achievements under Brig. Gen. Doornink's capable hand. Rear Adm. Keller also spoke of the promise of Doornink's Command. Brig. Gen. Doornink's brief remarks acknowledged the challenging work to be done in meeting the changing demands of military logistics.

Privratsky reflected on his tenure at the DDC, and commended the capable workforce at all levels for its role in achieving one-day order processing, a task many held to be impossible. All DDC depots, Privratsky reported, were now achieving the production goals. In a sometimes emotional tone, Brig. Gen. Privratsky reflected on his career, thanked employees at all levels of the organization and expressed his pride at passing on the DDC flag to Brig. Gen. Doornink.

After the Retiring of the Colors, the 113th Army Band played the service medleys as guests and members of the official party went off to a reception at the Susquehanna Club. Brig. Gen. Privratsky's departure was delayed as an impromptu line of well-wishers waited to say personal words of farewell and thanks. One of the surprises of the day was Ms. Kristine Biller, a college student employed as a summer groundskeeper at the New Cumberland installation. Ms. Biller, studying vocal performance with opera as a specialty, sang the National Anthem with grace and power.



From Left, outgoing DDC Commander, Brig. Gen. Kenneth L. Privratsky, USA, incoming Commander, Brig. Gen. Barbara Doornink, USA, and Rear Adm. David P. Keller, SC, USN, Commander, Defense Logistics Support Command.



Rear Adm. David P. Keller addresses guests and participants at the Change of Command



Brig. Gen. Doornink speaks to Change of Command Ceremony Guests about some of her expectations for the future.



Brig. Gen. Kenneth L. Privratsky speaks to a group of managers prior to the ceremony.



Aides de Camp exchange greeting: Left, incoming Capt. Martine Lowry greets outgoing Capt. Gregory Raymond on July 28, 1998.



Guests at DDC Change of Command, from left: Mrs. Privratsky, Mrs. Keller, Lt. Gen. Henry Glisson, Lt. Gen. John McDuffie, Rear Adm. Donald Hickman and Brig. Gen. (P) H. L. Proctor

BG Doornink Assumes Command of DDC after Tour in Germany

Brigadier General Barbara Doornink assumed command of the Defense Distribution Center on July 28, 1998. She had most recently been assigned to the US European Command, Stuttgart, Germany, where she served initially as the Chief of Joint Logistics Operations. After selection for promotion she became Vice Director of Logistics and Security Assistance, J4. During this time she spent six months as Deputy Commanding General, Stabilization Force Support Command (SFOR SC) Zagreb, Croatia.

Brigadier General Doornink is a native of Prosser, Washington. She graduated from Washington State University in 1973 with a Bachelor of Arts Degree in Political Science. She has a Masters of Science Degree from the University of Southern California in Information Systems Management.

Brigadier General Doornink's initial assignment was Platoon Leader 104th Transportation Company (Medium Truck) at Fort Devens, Massachusetts. She then served at the United States Military Academy as an Assistant Protocol Officer and as a Tactics Instructor/Operations Officer for the Department of Military Instruction. In 1980 she became Chief of Movements, Region 1, 25th Transportation Control Center in Seoul, Korea. She then commanded the 100th Transportation Company (Light/Medium), and served as the S3 and Executive Officer in

the 6th Transportation Battalion, 7th Transportation Group, Fort Eustis, Virginia. Next, she served as a Recorder for the Department of the Army Secretariat, and later, the Transportation Branch Company Grade Assignments Officer. In 1987, she was assigned to Fort Lewis as the Division Transportation Officer for the 9th Infantry Division (MTZ), and later, as the 99th Forward Support Battalion Executive Officer and DISCOM S3. She commanded the 53rd Transportation Battalion, 37th TRANSCOM, Kaiserslautern, Germany from 1991-1993. From 1994-1996 she commanded the 507th Corps Support Group (Airborne), 1st COSCOM, Fort Bragg, North Carolina.

Brigadier General Doornink is a graduate of the Transportation Officer Basic and Advanced Courses, the Combined Arms and Services Staff School, the Command and General Staff College and the Industrial College of the Armed Forces.

Brigadier General Doornink's awards include the Defense Superior Service Medal, Legion of Merit, Defense Meritorious Service Medal, five Meritorious Service Medals, two Army Commendation Medals, three Army Achievement Medals, the Parachutist Badge and the British Parachutist Badge.

DDC Announces Appointment of Deputy Commander

Phyllis Chambliss Campbell was appointed recently to the nation's Senior Executive Service (SES). Her appointment came following her selection as the Deputy Commander of the Defense Distribution Center (DDC). The DDC is a primary level field activity of the Defense Logistics Support Command and is a part of the Defense Logistics Agency (DLA). A ceremony marking her appointment to the SES was held in conjunction with the recent change of command at the DDC, held on July 28, 1998. Ms. Campbell was installed as the Deputy by the outgoing Commander of the DDC, BG Kenneth L. Privratsky.

Ms. Campbell was born in Steelton, Pennsylvania and followed a varied career of increasing responsibility, culminating in her appointment as DDC Deputy Commander. The DDC has management responsibility for 22 military supply depots across the nation. Ms. Campbell's first job was that of keypunch operator in the Transportation Division at Defense Depot Ogden, Utah. After serving as lead supply clerk, Ms. Campbell was competitively selected in 1973 for the Depot's Management Intern Program. Thereafter she worked as a management analyst in the Office of Planning and Resource Management until 1979.

In 1979 Ms. Campbell was selected to a position as a supply systems analyst with the newly formed Defense System Automation Center (DSAC), later renamed the DLA System Design Center (DSDC). In 1982 Ms. Campbell returned to depot work at the Ogden installation, when she became branch chief with responsibility for all operations and administrative systems and procedures. In 1985 she was promoted to division chief, assuming additional responsibility for a \$30 million depot modernization program. In 1989 Ms. Campbell reached a benchmark in her progress from keypunch operator, with her



Brig. Gen Barbara Doornink greets members of the DDC local community following the Change of Command.

selection as Deputy Director of the Office of Technology and Information Services.

In 1990 Ms. Campbell was selected by the Office of Secretary of Defense (OSD) Comptroller to be the Deputy for the Corporate Information Management Distribution prototype group. This group was chartered to develop a standard distribution system for use throughout the Department of Defense. In 1991 Ms. Campbell was reassigned to DLA's Defense Distribution Systems Center as its business manager. Ms. Campbell was instrumental in selecting the migration system for deployment to the [then] 30 DLA distribution sites.

In 1993 Ms. Campbell returned to the OSD comptroller's office of financial review and analysis. While there she developed supply unit cost policy applicable to all military services and DLA. In 1995 Ms. Campbell was selected as Director of Distribution at the Defense Distribution Region East, responsible for the management of the nation's eastern depots. With DLA's announcement that the headquarters for the new Defense Distribution Center would be located in New Cumberland, Pennsylvania, Ms. Campbell assumed distribution responsibilities for all 22 depots. Ms. Campbell attended Weber State University and is the recipient of numerous special achievement and performance awards.

Ms. Campbell's selection as the DDC Deputy Commander was made by BG Kenneth L. Privratsky and approved by Rear Admiral David P. Keller. Campbell's appointment to the Senior Executive Service was made by Lieutenant General Henry T. Glisson, Director of the Defense Logistics Agency.



Phyllis C. Campbell is officially appointed to the Senior Executive Service by Brig. Gen. Kenneth L. Privratsky, former DDC Commander.

NationsBank Visa New Charge Card Provider

The Department of Defense (DoD) has awarded a contract for travel card services to NationsBank. In mid-to-late October, NationsBank will begin issuing VISA travel charge cards to DoD employees. These new travel cards will become effective November 30, 1998. At that time, the current DoD American Express cards will be canceled.

There is one primary difference in the new travel card contract. Currently, American Express may not conduct credit checks. When the Government's Program Coordinator forwarded a signed application, American Express issued a travel card, without consideration of their credit history. Within the DDC, about four percent of all travel card account balances are 60 or more days past due, a delinquency rate experienced by other agencies, as well. One factor in this situation may be the lack of a means to identify applicants with a history of credit problems.

Delinquent travel card accounts create problems for everyone. For example, cards may be suspended or canceled by the contractor. Without a valid travel card, employees may have difficulty getting a timely travel advance which, in turn, can affect their ability to perform mission travel. Employees may face disciplinary action for card misuse. After a card is suspended, the contractor may refer the debt to a collection agency. Reports to credit bureaus and bad credit ratings may well be the outcome.

One key difference in the new contract with NationsBank is that it allows for credit checks. Such credit checks will be conducted for new travel card applicants on or after

See Charge Card Contract, Page 13

THE SENIOR EXECUTIVE SERVICE

...is a corps of men and women who administer public programs at the top levels of the Federal Government. Positions are primarily managerial and supervisory in a gradeless system in which salary is linked to individual performance, not position. Each Federal agency determines the qualifications required for its SES positions, and whether to consider only current Federal employees or all qualified candidates. Entry into the SES can be achieved through direct application to a Federal agency for a specified position or application to a Federal agency for inclusion in its SES Candidate Development Program.

Qualifications common to all SES positions include the ability to lead an organization and people through change. SES appointees are to be results driven, possess a high degree of business acumen and have the ability to build coalitions and communicate. Each Agency identifies the specific, professional or technical qualifications for the position being filled.

Letter From Bosnia

LETTER FROM JIM CHRISTIAN, DURING A RECENT TDY TO BOSNIA

SUBJECT: RE: HAPPY BIRTHDAY!

DATE: 8/12/98 5:27 PM

Hello All:

Thanks for the Birthday messages, they were a joy to read. I have just got back in Hungary from Guardian Base in Bosnia. I have been there for the last week working with the good people (all military) in DLA. It is very hot there in the day time and very cold at night. Overall it was a good and rewarding trip.

That was my third trip there. Force protection is a big issue there right now. A couple of incidents have brought on tighter security all over the theater. Shootings at convoy vehicles and with the bombing at the Embassy, tighter security had to be initiated. Hopefully things will calm down soon.

A mass grave was uncovered last week in Bosnia where they found some 700 bodies. All executed by Serbian soldiers. The people, mostly men, were all blindfolded with their hands bound behind their backs. It's sad to think what it would be like if NATO was not on the ground here. The US is the largest group on site. It has been interesting to see and talk with some of the other nations that are also involved in Operation Joint Forge. I was able to visit the

NATO Compound in Zagreb, Croatia a couple of times. There is a wall of bricks that is called the Wall of Shame around the Compound. It was put there by countries to remember all the men that are missing and the known dead during the war there. The wall is called Shame, for NATO taking so long to help and protect innocent civilians. A lot of war damage is

still visible through out the countryside. We need to keep the people in our prayers in Kosovo. Hopefully a decision will be made soon for support there.

Seeing it first hand has really opened my eyes to a lot of things including freedom I and others so easily take for granted. We in America take so much for granted. To be removed from your home and put in a refugee camp is unbelievable in our country. These people are mostly just like us. Normal family people that

love life and their families, homes and their country. I wish more people could visit and see first hand what they and we have in America.

My attitude has changed and my support for peace has [greatly] increased. I wish I was able to give more to the people here. I have missed my family and friends greatly since my deployment here. But I have no regrets in accepting the assignment for

the DLA Support Contingency Team (DCST) here. I have grown in knowledge about DLA's roll in peacekeeping. My eyes have been opened (wide) to the price and cost of peace. I only hope and pray that we in America, especially the younger generation, will soon realize how blessed we are. I can appreciate freedom more, [since] being locked down in the various camps that I have visited and worked at in the last few months.

I have visited the Port in Rijeka, Croatia where I again will be working under locked-down conditions. Being able to see a McDonalds only a block away and not being able to get a "Big Mac" just is hard to accept. I don't even like "Big Macs," either. A walking street, like our Malls, is also in sight. Oh well, in and out, work will be the mission there. I will be providing any and all info for DLA's support for the mission. Also I will be the Class A agent for the deployment which I hope will get me out in town some. I will be traveling there next week. My replacement is already in Germany, arriving here in Hungary this week. I will train him and then deploy to Croatia. After the mission, where I will be the only DLA person on site is complete, I will return to Hungary and start my re-deployment back through Germany to Ft. Benning and on to

Wonderful Robins, GA. I look forward to seeing my family, and my work family as well. I have a video of the work that DLA provides in theater and will be glad to talk the mission that we have provided here on my return. Many thanks for the e-mails on my 49th birthday here in Hungary.

Jim Christian, DCST Class IX Officer, Operation Joint Forge

BG Barbara Doornink's comment:

"Thanks for sharing this meaningful correspondence. I think it helps put it all in perspective. I lived inside the compound in Zagreb, Croatia with the "wall of shame" for six months. It served as a reminder of the importance of the US role, because nothing changed until we agreed to support NATO deployment. The devastation in Vukovar far surpasses anything done in Sarajevo. Hate knows no boundaries and healing takes time. The US role will remain important and we in Distribution have part to play. --D"



Jim Christian, left, is greeted by Rear Adm. Edward R. Chamberlin, SC, USN, DLA's Deputy Director, during his stay in Bosnia.

Customer Service Improves at Distribution Depot Richmond, Virginia

As the agency's largest distributor of hazardous materials, DDRV is taking a proactive approach to comply with increased federal and United Nations guidelines on hazardous materials and to reduce Reports of Discrepancy (RODs) on hazardous shipments. During the first half of 1998, DDRV processed approximately 28,000 regulated air shipments and is working hard to develop a strong partnership with aerial ports. Customer assistance visits have been conducted with both Dover and Travis Air Force Bases to improve communications and establish a more effective method of reporting discrepancies. Naval Air Station Norfolk, Virginia was also visited last year. Personnel at the visited sites were very cooperative and professional according to reports from DDRV representatives. Additional site visits are planned for the fall.

When Charlotte Collins, DDRV, visited the sites she discovered that aerial ports have a great deal in common with the depot. They, too, are required to process hazardous material shipments much faster than ever before, without errors. They shared the depot's frustration over RODs because not only were the depots not getting the RODs, the aerial ports weren't receiving our responses. In fact, the only responses received came from product folks at the Inventory Control Points who authorized credit, but did not address shipping errors. As the "shipper's representative," aerial ports also share in the responsibility. Their job is to conduct 100% inspections on packages and initiate RODs when discrepancies are found. In-turn, however, they receive RODs on their own shipments (depot trans-shipments) after inspections are conducted overseas.

"The first change we made to the process was to improve communication," stated Collins. The site visits were scheduled. During the visits, participants agreed to a more effective system for exchanging information, with very little added effort. The first step in resolving problems is start with the facts. RODs are now faxed or e-mailed directly to a central point of contact for action. While copies of RODs will still be forwarded to DLSC and DDC, immediate notification to the depot, via telephone, e-mails or fax is the most effective means to bring problems to packers and supervisors' attention. The internal control system we established depends on this.

The next change in the process was implementation of an internal Quality Assurance Error Data Base. Each time a shipping error is reported, it is recorded, regardless of the reporting method and regardless of the mode of transportation. Entries include the Name of Packer and Category of Error (marking, labeling, packaging, packing, documentation, etc.). Points are levied, based on the level of seriousness as outlined under penalties in the Part 49 of the Code of Federal Regulations. Points are doubled when air shipments are involved.

Once recorded, each ROD is forwarded to the respective supervisor and the responsible packer. The supervisor and packer are required to research the shipment and provide a response within one workday. Their response must include whether or not they concur with the ROD and when justified, it must include action taken to prevent a recurrence. A copy of the

database is provided to the packers at the end of each month to be used as a tool for lessons learned. A second copy that includes a complete summary is provided to each supervisor. This information is used to track errors and take corrective action if errors are repeated or accumulated points reflect serious errors have been made. The database is also used to determine requirements for additional training. Managers called it an outstanding source for this purpose. It is also used to provide hands-on training in the packing areas. The final step is to prepare a written response to the sites. Each response is faxed or e-mailed to the site within five days and recorded in the Customer Discrepancy Complaint System.

The results have been nothing short of phenomenal. Since May, DDRV has prepared an average of 4,000 regulated air shipments per month. Three packaging RODs were generated in May, two in June and none in July or August. That equates to a 99.2% improvement in quality since January of this year. Packers and supervisors are made aware of their errors without delay. Aerial ports are notified whenever a reported discrepancy is not justified, and the reason is provided. It's a "win-win" for all participants.

Positive things are happening at DDRV as a result. Their goal, said Collins, "...is to earn a reputation within the distribution community that results in a very high level of confidence by our customers." Questions regarding DDRV's initiative to improve quality of shipments and reduction in RODs should be directed to Charlotte Collins at DSN 695-3902.

THE FUTURE OF PRINT PUBLISHING

Print publishing moves into a new era with the arrival on the market of the touted "E-Book." The E-Book, an electronic, handheld device will allow an individual to read a book on a digital read-out screen. Previously reported in the commercial press, the device is now being advertised in a trendy, expensive gadget catalog. The reader will be able to purchase on-line texts, subject to copyright laws, which can then be downloaded to one's personal computer.

The E-Book accesses the world wide web through the use of a data manager called a "librarian." Titles will be available by November 1998, as will the device itself. The gadget weighs 22 ounces and claims to be "ergonomically rounded." It also boasts a high-contrast, high-resolution LCD screen with a wide viewing angle and backlight, making reading possible under most conditions. The battery lasts from 20-25 hours. The screen measures 4 1/2" by 3", and the device itself 7 1/2" by 4 7/8" overall.

You can store thousands of titles on your PC and copy them to your E-Book at any time, which can hold up to 4,000 pages of text—about 10 books. With the title in the E-Book, the reader can browse, search, annotate, highlight, bookmark and link to reference materials. Later the reader can delete the title, freeing up space for other selections. Price: \$499.00.

Injuries Reduced by Team Effort at DDJC

Defense Distribution Depot San Joaquin, California (DDJC) has implemented a Case Management Team approach to help reduce lost time injuries and accidents within the depot. "Last year the San Joaquin Depot incurred compensation costs of \$2.5 million, second highest in the Defense Distribution Center," explained Wade Sylvester, the Process Action Team (PAT) leader for this project. "The competitive climate in which we work today requires that we work as a team to make DDJC the most productive organization possible and ensure that our jobs will be here in the years ahead," Sylvester added.

The case management project is but one module of a comprehensive review of a number of depot safety issues. A Process Action Team (PAT) had been established under the sponsorship of David C. Ennis, the Deputy Commander for Mission Operations, to review such things as occupational safety and health, program effectiveness, program promotion and training and education as well as hazard abatement. "We originally set out to do a comprehensive review of the processes within the safety program. How employees receive treatment and how cases are documented," Sylvester explains.

The Case Management Team approach to injuries and accidents calls for the immediate involvement of the supervisor to begin the proper documentation of the incident. "Supervisors are being trained about early intervention, not only to document each incident, but take the employee to the health professional on site for evaluation and first aid treatment," Sylvester explains. "If required, the supervisor will take the employee to Dameron Hospital in Stockton, which is the contract health provider for depot employees," he adds.

The group set its own ground rules and hammered out its own operating procedures, said Martha Johannsen. "We talked things through until we came to agreement," she adds. "The idea has been around a few years, but Wade got it going at DDJC," she adds. No longer will a supervisor "send" an employee for evaluation and treatment, but will "take" them, Sylvester explained. "Some employees have complained in the past about

supervisors asking them to 'just take it easy for a couple of hours' to see if the situation corrects itself. This will no longer happen. Only a trained health professional will evaluate each individual situation and decide what should be done.

Supervisors are being asked to institute a "return to work" concept within their work center which will enable an employee to remain productive in their own area rather than be sent to a centrally managed light duty work center someplace else. The project is predicated on instituting a cultural change throughout the organization. Management and unions are working together to create a new way of thinking in the workforce that ". . . we are all in this together and we will succeed or fail together," Sylvester explained.

In addition to providing better care for employees, the compensation team reviews and evaluates each case to validate claims and immediately resolve those few that might be deemed questionable. "Working together, we can examine both sides of a story and quickly resolve differing or confusing accounts regarding an incident," Sylvester adds. "We convey to supervisors that equal treatment for all employees must be the rule and at the same time convey to employees that abuse of the system will not be tolerated," he goes on. "We are also able to work closely with the medical staff at Dameron Medical Center so we know exactly what the physician tells each patient and can rectify any misunderstanding as to what is expected regarding the employees return to work," he adds.

Members of the PAT include a cross section of the workforce from union leaders to division chiefs. They are: Brenda Mahan, Receiving Documentation Branch, Bill Busig of the Depot Support Office, Jim Geralis, Packing and Shipping Division, Martha Johannsen, the team advisor, Carla Jones of the Compensation Office in Civilian Personnel, Gary Kahn, Warehousing Division, Archie Soleta, of the Automated Material Handling Systems Maintenance Office at Tracy and Mary Wilson, of the Safety Office. Unions are represented by Robert Ybarra and Billy Lemos, of the American Federation of Government Employees and Jimmy Cuison and Raoul Rosal of the Laborers' International Union.

"We feel the key to the success we are having in getting this new approach accepted throughout the workforce is the joint effort between

a cross section of the organization," said Billy Lemos of AFGE. Jones, the compensation coordinator for Civilian Personnel said the concept and implementation of this program is the most



Compensation team members, from left, Robert Ybarra, Brenda Mahan, Carla Jones and Jim Geralis discuss with Wade Sylvester how a safety shoe saved an employee from more serious injury during a recent industrial accident.

exciting thing she has been involved in within government in a long time. She said the spirit of teamwork and camaraderie is pervasive within the group. "We have a challenging project that is gaining wider and wider acceptance as we move through the various work centers to explain the program and ask for employee support," she explained. "Our goal is to provide prompt adequate care for employees and help reduce the cost of lost time accidents and make the depot competitive for the future," says AFGE's Robert Ybarra. "We embrace the partnership concept. Our success to reduce the compensation costs depends on the cooperation of everyone to ensure there will be a future for DDJC," LIU's Cuizon concludes.

Charge Card

Continued from Page 9

December 1, 1998 and for those previous cardholders who have had their travel cards canceled or suspended by American Express. Nevertheless, DoD policy guidance states that cardholder information is confidential. Failure to properly safeguard personal information may result in disciplinary action.

As a result of a credit check, employees will be given a status recommendation. For some employees, a standard card is deemed appropriate. For others, a restricted card is appropriate. For yet another group of employees, a restricted card is highly recommended. In spite of restrictions placed on the card, it will be identical in appearance to the standard travel card. The restricted card will have a lower monthly credit limit, however, and lower limits on ATM cash withdrawals and retail charges. Lower limits can be raised temporarily, if needed to meet the requirements of a travel mission. In addition, the restricted card must be activated and deactivated for each episode of travel, with the traveler responsible for notifying the coordinator to activate or deactivate the card. Credit checks are strictly voluntary, however. If an employee does not authorize a credit check, he or she will be issued a restricted card.

American Express cards will be terminated on November 30, 1998. If you have any questions concerning the specifics of the program, work through your activity program coordinator and your local fi-

nance channels.

The NationsBank Visa will begin distribution of the new cards around October 15, 1998, and will be effective November 30, 1998. A welcome kit will be sent to cardholders, arriving with the card. Employees are reminded that a government travel card may not be used for any other purpose.

Need Maps? Distribution Depot Europe

The first inkling of the assignment came when, on August 12, 1998, at approximately 1430 hours, Jeff Pokomo Defense Supply Center Richmond (DSCR) gave Ms. Howell a heads up about maps needed by CAPT Johnson of 22nd MEU. The request for assistance came in to the Map Support Office (MSO) from the USS Saipan, one of the battleships of the 6th Fleet. The request was for maps delivered to the USS Saipan, which would be in Rota, Spain some 2,296 kilometers away, not later than 2100 hours on the August 14, 1998. To meet a deadline like this may seem a bit trivial to our stateside counterparts, but in Europe this can be a logistical nightmare.

After receiving some preliminary information on the request, the non commissioned officer in charge in the MSO, Germesheim, promptly briefed the Traffic Manager and the Deputy Chief, General Distribution Division of what is called a quick response mission. By this time it was 1600 hours. The maps were for a mission to a real world crisis, speculated to be in conjunction with civil unrest in the Congo. After a brief discussion, all were in agreement to use DHL Worldwide Express as the best possibility of getting the maps to their destination on time. This was decided, in spite of initial direction stating that the maps should be shipped via FPO. The players knew, however, that by this time of day, using an FPO would not meet the required delivery date.

Normally the Traffic Manager makes the decision on which freight carrier to use in meeting a specific RDD. However, since this request specifically asked for

the FPO delivery, it seemed most appropriate to inform the requester and DSCR that to ship by way of FPO would not meet the target date. The first hurdle was to contact the agency and obtain the authorization to use, as an alternative to the FPO, a commercial carrier. Getting this approval turned out to be an ordeal in itself. Responsible officials were in meetings, and would call back. An alternative number was found. As SFC Reeves prepared to call, the phone rang. While all of this was going on, the maps were being picked and packed. By 1800 hours, when civilian employees of DDDE were dismissed for the day, the maps were ready for shipment. After several telephone calls and conversations between DDDE, DSCR, DDRV and the DDC, authorization was granted to use DHL Worldwide Express, at 2215 hours.

The next morning, August 13, 1998, the DHL Worldwide Express courier picked up the shipment and the maps were on their way. Later that day, as if the original tasking wasn't daunting enough, DDDE received a call from the USS Saipan requesting that the original delivery time of 2100 hours be moved up to 1900 hours on August 14, 1998. This change required frantic calls to from the Traffic Manager to DHL Worldwide Express to have the routing of the shipment changed to meet the two-hour earlier delivery time. The maps were flown into Madrid and driven the rest of the journey to Rota, Spain.

At intervals along the route, the Express courier reported his position. Just a few hours from the delivery point, the USS Saipan was contacted and instructed to ensure that the courier was met at the entrance of the compound. The Traffic Manager was in constant contact with the courier along the route. At 1815 hours on the August 14, 1998, the courier arrived at the point of delivery. Personnel from the USS Saipan met the carrier and the maps were delivered. The mission was completed with 45 minutes to spare. This sort of service, though, is routine. Less than 10 days earlier, DDDE responded to a similar request for maps from the USS Saipan. At that time, the point of delivery was Marseille, France. In this case, UPS Express was used. This shipment consisted of 34 line items, totalling 1,700 sheets.

Dennis Barnum Receives Award

MRM 15 FOLLOW-UP

Dennis Barnum, DDTP's Transportation Officer, was recently awarded a Defense Logistics Agency Performance Award for Special Achievement based on his excellent support on behalf of DLA's efforts for Management Reform Memorandum (MRM 15), "Reengineering Defense Transportation Documentation and Financial Processes".

MRM 15 was signed by Dr. John J. Hamre, Deputy Secretary of Defense, on July 7, 1997. It tasked the transportation and financial communities to jointly develop a long-term strategy to completely reengineer the Defense Department's transportation documentation and financial processes. In support of this effort, the Long-Term Reengineering Task Force was established in September 1997, consisting of representatives of the Army, Navy, Air Force, U. S. Transportation Command, Defense Finance and Accounting Service and the Defense Logistics Agency. During the period September 1997 through March 1998, Mr. Barnum was DLA's sole transportation representative on the Task Force.

Mr. Barnum's contribution to the Task Force was immense. He supported the assessment of "As Is" transportation and financial documentation processes and then developed the costs for these processes. He identified that, while many of the processes were highly successful from a mission accomplishment perspective, many are characterized by high support costs and redundant, error prone, labor intensive processes.

Mr. Barnum visited commercial transportation and third party logistics providers and large commercial shippers to develop a "Best Practice" concept to be included in the "To Be" model. He led the development of the "To Be" surface transportation model. His overall contributions to this initiative are nothing short of outstanding and continue now that he has returned to DDTP from his long-term assignment. He is currently leading a major prototype of the First Bank's IMPAC product "Power Track". "Power Track" will provide electronic data transmission of all shipment information, an efficient approval process, accurate electronic payment and billing, electronic dispute resolution and customized data analysis.

In the certificate that accompanied the award presented to Dennis, RADM David P. Keller, Commander, Defense Logistics Support Command, DLA Headquarters, cited that his outstanding support to this DOD-wide effort to radically improve the transportation process will be felt for years to come and that his contributions reflect positively on DLA's image as the warfighter's Combat Agency provider of choice.

Barnum's contribution to the Task Force was immense. He identified that processes were highly successful from a mission accomplishment perspective, but characterized by high costs, redundancy, errors and labor intensive processes.

Sigrid Lewis' Quest for Freedom

by Linda Davidson

Sigrid Lewis, first-line supervisor assigned to the Automated Storage Branch at the Defense Distribution Depot Warner Robins, GA (DDWG), is a respected leader with an inspiring and courageous past. When you walk through the warehouse, you see Sigrid working side-by-side with her employees. You would never imagine the many adventures she has experienced or the numerous challenges she has overcome in her life.

Sigrid was born in the small communist town of Breslau, East Germany – an area that in 1963 became part of Poland. During WWII, her father, a soldier in the German army, was captured by the Russians and sent to a labor camp in Siberia. Most of the men in their community met the same fate. Circumstances in Sigrid's hometown caused her family to flee the area. She spent most of her childhood living with relatives in Leipzig.

Growing up in Breslau in these times was difficult; the government closely monitored everyone's actions. Sigrid walked at least 10 miles to school each day. The children were frequently taken out of school and put to work; there was not enough help with all the men gone. There was much hunger, and at times the children had to steal food. When Sigrid was young, there were many Jewish children in the town. She recalls one horrible day when the Nazis came through town and gathered up all the Jewish children. Those children were never seen again. As a child, Sigrid remembers spending much time in the cellar due to the numerous air raids. One vivid memory she has is that of a man coming from the train station toward her. He looked somewhat familiar, but she did not recognize him. It was her father returning from the labor camp. He was not Jewish so he was released, but the experience had changed him so drastically that his own daughter did not know him.

After completing the eighth grade under communist rule, each child was counseled and assigned a job by the government. Once jobs were assigned, the children either went directly to work or were sent to trade school, depending on the assignment. Sigrid was no exception – she was assigned the job of butcher and attended trade school for 3 years. Upon completion of her studies, she assumed her role as butcher and began working in the designated store.

Many people thought of defecting and longed for the freedom it could bring. Sigrid and her friend, Kathe, began talking of defecting when they were 17 years old. They had quickly tired of the long waits in the cold for the trains and trolleys to take them to their jobs. As typical teenagers, though, one thought drove them to defect even more than the thought of freedom. If they defected, they would get trench coats and crepe-soled shoes, like the other teenagers of the day were wearing.

They could tell no one of their plans. Friends and relatives would be injured or killed if they knew of the scheme. Sigrid and Kathe planned carefully and one night when they were 18 years old, they jumped a train and began their journey to freedom. They travelled first to Austria and then to West Germany, where Sigrid

See Quest, P 19

Safety Tips Especially Important for New Employees

For new employees, the risk of injury is much greater than for more experienced co-workers according to a Bureau of Labor Statistics' study. The study shows that employees injured at work often lack vital safety information to protect themselves on the job. Workers do not always receive the safety information they need on jobs involving dangerous equipment where training is clearly essential. Below are some tips to help you play an active role in improving workplace safety:

For employers:

Make **safety training essential**. A comprehensive safety training program will assure compliance, reduce absenteeism, lower compensation costs, and increase efficiency.

Use the **free and penalty-free consultation service available** in every state. Consultants can assist you in creating an effective safety program.

Be sure you **understand all necessary safety measures** before you start to work. If the explanation is unclear, ask again.

Use what you learn --- all the time.

If **respirators** or other personal protective equipment are required, **wear them consistently** and maintain them properly.

If **guards** are required on equipment, **make sure they are in place**.

Don't take short-cuts; follow safety and health instructions completely.

Follow the hazard warnings on chemicals you use. Obtain further information from the material safety data sheet on hazardous chemicals.

Ask your employer about emergency procedures and be prepared to follow them in the event of chemical spill or fire.

Automatic Identification Technology: the 2 Dimensional (2D) Barcode

by *Jerri Taylor*

Automatic Identification Technology is a suite of technologies used to transfer data and provide in-transit visibility to the logistics community. These technologies include barcodes, optical memory cards, radio frequency identification devices (RFID) and satellite tracking devices.

DOD currently uses a linear 3 of 9 barcode, it contains only 20 characters of data. Although this barcode has served the logistics community well since the early 80s it does have two serious weaknesses, limited amounts of data and a very low tolerance to damage. Dirt, marks and scratches cause the barcode to be unreadable creating the need for manual data entry. A specific example of the problems caused by linear barcodes is the Military Shipping Label (MSL) or the Department of Defense Form (DD) 1387. These labels are very prone to damage as they move through chutes and belts in the small parcel carrier hubs.

The 2D barcode offers several distinct advantages over the linear barcode. A 2D barcode can have up to 1850 characters and has several layers of redundancy. Redundancy means that the 2D can withstand damage and still be read. A 2D barcode can be torn in half and still retain all of the original data with complete read capability. Another advantage is that 2D scanners are also capable of scanning linear barcodes. As DOD continues to look for low cost methods of data transfer and in-transit visibility, 2D barcode offers a cheap, reliable opportunity to improve data accuracy. Although Optical Memory Cards hold much more data, the cost is approximately \$4.00 per card, making its use economically unfeasible.

The 2D prototype test, involving Defense Distribution Depot Susquehanna, Pennsylvania (DDSP), will provide a 2D

barcode on the MSL. The new MSL will have both the linear barcode and the 2D barcode. For shipments with 10 line items or less packed in one shipment unit, the 2D barcode will contain data on the individual requisitions such as document number, National Stock Number or unit of issue. Customers will be able to scan the 2D barcode data directly into their automated systems. The prototype was scheduled for start up on August 17, 1998. Selected Army units in Europe will have 2D barcode readers. One of the primary sites using 2D will be the Theater Distribution Center (TDC) at Kaiserslautern.

DDSP has been a front runner in all the AIT tests and prototypes. In 1993, DDSP partnered with the Army to use the Radio Frequency Identification (RFID) tags on ALOC pallets, a great success story that has become the benchmark for intransit visibility throughout DoD. DDSP has used the Automated Manifest System (AMS), optical memory cards, for the past six years. The DDSP workforce adapts to new technology quickly and likes being on the cutting edge of change. The DDSP staff was ready and willing to embrace the challenge. Although the 2D prototype does not add value internally, to DDSP processes, it is a definite value added service to the customers. When 2D becomes DOD's standard barcode, all depot receiving processes will be using 2D scanners.

The AIT Task Force is a DOD group, headed up by Mr. Ed Coyle at DLA HQ. The AIT group has information on the DLA Web page, where one can follow the "other sites" link. Look for the AIT link and click. At this site, they are keeping all meeting minutes, POC's and documentation for all to see.

Gary Thompson Completes DDC Headquarters Assignment

By Jackie Noble

After a four-month detail to the Defense Distribution Center Distribution Directorate (DDC-T) in New Cumberland, Pennsylvania, Gary Thompson recently returned home to his wife and his old job at Defense Distribution Depot McClellan, California (DDMC). Gary is the Deputy Commander at DDMC. With two years in the military and 31 years of civil service at McClellan, it took a great opportunity to entice him to come east.

The former DDC Commander, BG Privratsky, asked if he would be interested in a detail to DDC Headquarters (HQ). Gary and his wife discussed the offer that night. The next week he began his cross-country trek to Pennsylvania through extremely rainy weather.

Why did he come? He "thought it sounded exciting and was quite interested in being involved in the decision-making processes and learning how to influence changes that affect the depots." He felt that this was an "opportunity to really contribute to the DDC and the depots."

While at the DDC he was quite busy; not only was he supervising the Distribution Operations Division, he worked on BRAC processes to move materiel out of the McClellan and San Antonio depots and on special projects (i.e., Humanitarian Assistance Program, Customer Assistance Program). He worked with the inventory management team to establish a POAM for improving inventory accu-

racy. He also worked with the DDC Transportation Program Manager on various transportation initiatives such as MRM 15 and the Central Depot Concept (CDC).

The DDC got its money's worth! But, more importantly, Gary felt that he got his money's worth too! He said his tour provided him "with lots of references that expanded his network of contacts to get problems solved." He said, "This was a great work experience." In fact, the best he's ever had. To Gary's surprise he also

**Thompson: ... "past depot experience allowed [him] to quickly establish a good rapport between DDC HQ and depot staffs."
... "highly recommend [s] the opportunity to others."**

learned quite a lot about distribution "especially in terms of the interactions between DLA Headquarters, DDC and the depots." He added that one great benefit to the DDC was that his "past depot experience allowed him to quickly establish a good rapport between the DDC HQ and depot staffs."

Gary "highly recommends the opportunity to others" and feels he was given a "warm welcome from the DDC



Gary Thompson, left, is congratulated upon the completion of his DDC assignment by LtCol Rick Sample, Deputy Director of Distribution Operations.

staff, walking away with more than he contributed."

DDC Distribution Operations Deputy, Lt Col Rick Sample, USAF, said "Gary provided a wealth of knowledge and details about depot operations and would have liked for him to continue working at the DDC HQ. What a great guy!" A sentiment shared by other DDC HQ staff members. However, Gary and his wife have already planned their future after McClellan closes. His wife, an Air Force employee, will be transferring to Colorado and Gary plans to retire.

While Gary's detail was not officially designated as a Professional Enhancement Program (PEP), this is certainly a good example of the opportunities to be available through the soon to be established DDC PEP. See PEP, this page.

PROFESSIONAL ENHANCEMENT PROGRAM OPPORTUNITIES TO BE IMPLEMENTED AT DDC HEADQUARTERS

Over the next few months, the Defense Distribution Center will be establishing a DDC Professional Enhancement Program (PEP). The DDC PEP will provide depot employees opportunities to work special projects with the DDC HQ team. Your experience and expertise can be of immense value to the future successes of the distribution mission. Watch for future announcements!

Distribution Depot Warner Robins, Georgia Honors Employees

Ms. Betty Kennedy, Materials Examiner and Identifier in the Receipt Inspection Branch, Product Receipt and Evaluation Division, was selected as the Defense Distribution Depot Warner Robins, Georgia (DDWG) Employee of the Quarter for the second quarter 1998. Ms. Kennedy is a very knowledgeable examiner and fully understands the distribution process. Other examiners continually draw from her vast knowledge and experience in the receipt inspection process.

Ms. Kennedy works closely with Storage personnel to help resolve problems that occur at the employee level. She is very thorough and strives to do the best possible job on all assigned



Betty Kennedy, DDWG Employee of the Quarter

tasks. Her untiring efforts have resolved numerous problems before they could become issues of greater consequence.

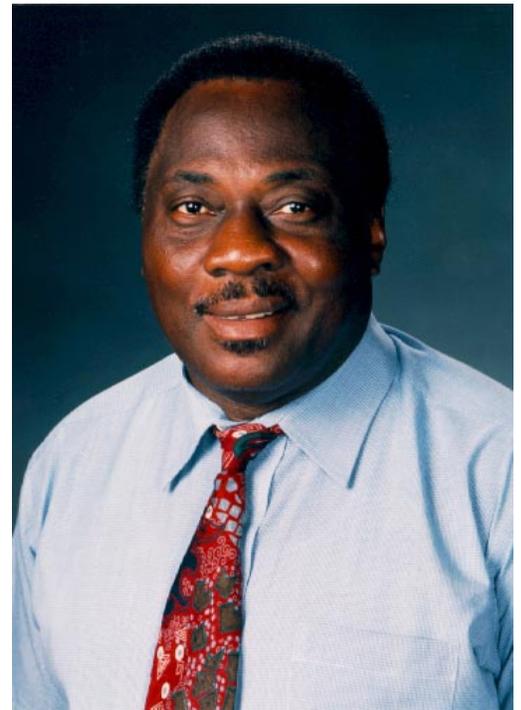
Mr. Fate Radford, Swing Shift Supervisor in Warehouse B, was selected as the DDWG Supervisor of the Quarter for the second Quarter 1998. Mr. Radford serves as first level supervisor. During the implementation period of the Distribution Standard System, Mr. Radford took on the challenge of learning all he could about the new system and worked with his team to pass on his knowledge. This ensured customer support was being provided with minimal impact. Mr. Radford keeps a positive attitude, motivating his personnel and striving to meet the goals of the organization. He understands the importance of doing "today's work today." One of Mr. Radford's main goals is to store all "putaways" on the same day they are received.

Mr. James (Tony) Abel, Quality Assurance Specialist in the Quality and Customer Service Branch, Inventory Integrity Division, was selected as the DDWG GS Employee of the Quarter for the second quarter 1998. Mr. Abel is involved in the resolution of customer complaints and special requests. He works hand-in-hand with Electronic Warfare Directorate personnel to research, identify and locate assets for high priority Project 9BU workload in the Electronic Warfare Repair Facility. He also assists with the turn-in of these assets so they can be

shipped to customers worldwide. This project has saved the Air Force over \$500 thousand to date.

Mr. Abel is also the self-directed work team coordinator for DDWG. He conducts training for all new teams and serves as facilitator for the teams once the training is completed. There are currently 25 teams in the depot.

Mr. Abel's expertise has been utilized in the development and presentation of various technical training courses required by the depot. Plans are currently in the making for Mr. Abel to conduct a Distribution Depot Materiel Management course for all depot employees. His ability to design and conduct training in-house has saved the depot thousands of dollars.



Fate Radford, DDWG Supervisor of the Quarter



James (Tony) Abel, DDWG Employee of the Quarter

Urban Search and Rescue

DDC/DDSP EMPLOYEES DEPLOYED IN EXERCISE

An unusual opportunity presented itself for a locally based Urban Search and Rescue (USAR) team this summer, when the Commonwealth of Pennsylvania decided to demolish the fire damaged Transportation and Safety Building in Harrisburg. Because of hazardous materials contamination found after a 1995 fire, the commonwealth decided to raze, rather than repair, the building. The building was imploded on August 1, 1998, by Controlled Demolition, Inc.

Pennsylvania Task Force 1 (PA-TF1) is one of 27 Urban Search and Rescue Task Forces established by the Federal Emergency Management Agency and is comprised of over 180 personnel from participating agencies. The Harrisburg Fire Department is the sponsoring activity through the Pennsylvania Emergency Management Agency. The task force is capable of mobilizing from its point of departure within six hours of a



Members of PATF-1 survey and explore the wreckage of the Pennsylvania Department of Transportation Building following its recent implosion.

request for a disaster response. The gathering point is Harrisburg International Airport, Middletown, Pennsylvania.

The task force, designed to be self sufficient for at least 72 hours, is comprised of personnel from across Pennsylvania and Maryland. After the first 72 hours, support for the task force comes from the Federal Emergency Management Agency operating under Emergency Support Function-9 (the governing policy memorandum). After the decision to implode the building, the Pennsylvania Emergency Management Agency requested use of the site for team training and PA-TF1 included it in its training schedule.

Members of PA-TF1, informed several months before the drill, were provided a scenario for the day: the 12 story concrete and steel structure was destroyed under terrorist attack, with a skeleton workforce of 15 persons inside the building at the time of the explosion. The Defense Distribution Center (DDC) and Defense Distribution Depot Susquehanna, Pennsylvania (DDSP) are represented on PA-TF1. Gary Brouse, Assistant Fire Chief at DDSP is a technical team manager on PA-TF1.

Brouse is restrained, but enthusiastic, as he talks about his involvement in PA-TF1. He chooses his words carefully. "I see my participation [in Urban Search and Rescue] as a unique opportunity, to associate with a high caliber of people, to share skills and to save lives worldwide." Christ Megoulas, Safety Specialist for the DDC, was notified along with other team members of the training exercise to begin on Aug 1, 1998 at 5 am. Knowing that the call would come at 5 am did not allow Megoulas a night's rest. After sleeping fitfully, he was dressed and ready for the call when it came. "Are you able to be deployed?" Then, "What is your position on the team?" Christ follows his day job and fills the role of a safety specialist on the team. Prepped with plenty of caffeine and dressed in a battle dress uniform issued by the task force, Megoulas grabs his gear, stows it in the car and heads out for a long day, beginning with a rendezvous at Harrisburg International Airport.

Two bags of gear provide either protection from the elements or protection from what a task force member might encounter at the explosion site. Included are safety glasses, hearing protection, leather gloves, helmets and even long underwear for protection from the night air, which even in summer can turn cold. Brouse talked more about PA-TF1. "It is made up of people from Philadelphia, PA, Harrisburg, PA and Baltimore County, MD, as well as other participants from southcentral Pennsylvania and northern Maryland." Brouse said the selection process is rigorous. Applicants must submit an application, in the form of a Standard Form 171. Brouse did this when a vacancy occurred about four years ago. Originally selected as a hazardous materials specialist, Brouse now holds a position as a technical team leader. Brouse explained, "They try and select the most diversified individuals, those that qualify for more than one position. This allows us flexibility at Alert time. When FEMA alerts us we have one hour to make contact with team members and field a team of 62 available qualified personnel. To assist in this we try and maintain three deep in every position."

PA-TF1 members are alerted from time to time of their position in the rotation and whether they are on alert for potential natural disasters, such as hurricanes developing in the Atlantic during hurricane season. They can also be deployed to high profile events such as the Olympics, where they are given the opportunity to get training. At the same time, they are actually pre-deployed in the event of any kind of disaster, natural or otherwise. Task Force members who work for the federal government serve under the authority of a Memorandum of Agreement with the installation or organizational commander, which allows them to participate in real deployments.

A short ride to the Airport from Megoulas' home in Palmyra,

PA, Christ is the first of PA-TF1 to arrive at the rendezvous point. He begins to set up tables in the area designated as the inprocessing check in point. Passing through a security check point to gain access to the 193rd National Guard's Special Operations Wing, the sun was just beginning to lighten the sky. There was no one there yet, but the public affairs guys, a camera man and a public affairs specialist. The tables are being set up in anticipation of gear inspection and medical check-in. Tom Hughes, program manager, hands each task force member a packet with paperwork to be filled out, as well. Other members now begin to arrive. Gary Brouse travels to Middletown from Lewisburg, PA and the other DDC participant on the DDSP fire department is A.J. Gilgallon, Rescue Specialist, who comes from New Oxford.

For each member of the task force, there is a medical evaluation. Team paramedics and physicians take the volunteers' blood pressure, pulse, temperature and give a brief
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Sigrid Lewis at work at DDWG.

Quest

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found a job. Sigrid loved her newfound freedom. (And yes, she did get her trench coat and crepe-soled shoes.) She met Jimmy Lewis, an American serviceman stationed in Germany, in 1958. Sigrid and Jimmy were married in 1959 and he brought her home to America in 1962. As a military family, they lived in many states, including Hawaii, where Sigrid became an American citizen. Before beginning her civil service career, Sigrid worked various jobs as she traveled with her husband and their son, Robert. She applied for a government job in 1980 and worked as a WG-04 in the commissary at Robins AFB, GA where she worked until the mid-80s. After transferring to the Distribution Directorate, her potential was recognized and she quickly moved up to a supervisory position.

Sigrid never ceases to amaze those around her. As a child, she studied the Russian language in school. Several years ago when she learned Russian visitors would be touring DDWG, she taught several of her employees various Russian

words and phrases. Sigrid and her employees made quite an impression on the visitors, who were astonished to learn that DDWG employees could speak their native language.

Sigrid achieved her dream and came to a free country; she has never regretted her decision to defect that fateful night. However, there was a price to pay for her freedom. She could never go home, after fleeing to West Germany. For 25 long years, she did not see her family. Any mail sent to them was opened, searched, and censored before being delivered. During the 1980s, Sigrid was able to go home for the first time to visit her family. During this trip, the government knew every move she made, and she was required to pay \$25 a day to the police station to be allowed to visit. It was wonderful to see her family again, but the visit made Sigrid even more appreciative of her life in America. Her parents have since passed away, but Sigrid's two brothers remain in East Germany.

Sigrid and her long-time friend Kathe continue to keep in touch; Kathe currently lives in Atlanta, Georgia, about 90 miles from DDWG. The pair visits by phone once or twice a month and see each other at least every 2 months.

Sigrid is also one of about 40 German ladies who gather at a local restaurant on the third Saturday of every month to have lunch, plan events, and catch up on the latest happenings. These are important times to Sigrid; the ladies have a common bond that others could not totally understand.

After 18 years, Sigrid will retire from her federal career. After September 30, 1998, Sigrid will be able to spend more time with her husband of 39 years, who is retired from the Air Force. She looks forward to exciting times with their 8- and 9-year old grandsons, Gregory and Alexander.

Sigrid's special personality, as well as her hard work, dedication, and expertise will be greatly missed at DDWG. However, her

employees, peers, and supervisors wish only the best to this special lady in her next adventure – the adventure called retirement.

COVER PHOTOGRAPH: JIM KREPPS

This issue's cover photograph was taken by DDC Photographer, Jim Krepps. Jim snapped the photo on a trip to Washington, D.C. with a stop at the National Vietnam Veterans Memorial. The photograph shows a young boy reading the names of those on the wall, perhaps searching for the name of his grandfather, uncle or aunt. Jim's photo was used as the program cover for the DDC and DDSP's National POW/MIA Day commemoration. The ceremony was held on September 18, 1998, at 11:00 am. Jim's photo reminds the viewer that the losses of war, though abstract in the whole, are, at their root, very personal.

At Distribution Depot Red River, Texas

DIVERSITY AND FRIENDSHIP

Bobby Shavers and Tommy Moore are employees of Stock Maintenance and Set Assembly Division, Preservation and



Bobby Shavers, left, and Steve Moore discovered that friendship is more important than race. U. S. Army Photo by Diann Bolt.

Packaging Branch at Defense Distribution Depot Red River, Texas. While they have worked together for only two years, theirs is a bond they feel will last a lifetime. Tommy has been a government employee for 24 years and Bobby has 19 years of service. They have known each other superficially for quite some time. It was not until 1996, when they were both assigned to the same organizations and began working together, though, that they really became acquainted on a more personal level.

Tommy had seen Bobby often when in and out of building 581. They always spoke to one another. Upon being assigned to his current organization, Tommy found himself working with Bobby. This is where they really go to know each other. Working together, side by side, on a daily basis, created an opportunity for them to talk on an in-depth level.

"I really liked Bobby from the start. We both had families. We have the same philosophy, to put God first, our families second and to protect our jobs because the job provides the mechanism for us to foster our Christian values. My brother, Randy, a banker in Redwater, Texas, told me that he had known Bobby for quite some time and he considered him to be a friend. He shared with me some things Bobby was involved in in the

Redwater community. The more Randy talked, the more I realized, this was a person I wanted a friendship with," Tommy explained.

While Tommy talked, Bobby sat quietly in the chair next to him nodding in agreement, which clearly indicated he felt the same about Tommy. Frequently, as they talked, Tommy would start a sentence and Bobby would finish it. When pointed out, Bobby stated, "It's the same in the work area. As far as the job goes, we can pretty well read each other's mind. Also, if he's working on one thing, I can go on to something else. I know he's going to do the job right. We are on the same level, raising our children, getting them educated, being involved in the community and helping where we can," Bobby emphasized.

Bobby added, "We're not concerned with ourselves, except to be a role model for someone else. I don't like negative people around me. Negative thoughts and deeds can influence how you and I think and what we feel. Tommy is a very positive person and I like that. I respect that in him."

When asked what one trait he most admired in Tommy, Bobby responded, "He treats me like I strive to treat others. We don't see color, we see individuals. That goes a long way with me." Tommy's response was, "Bobby is real sincere. He has a good heart, and that's what I look for in a person. He has no ulterior motives. He's caring and it's just fun to talk to him."

STEVE HALLUM HONORED

Mr. Steven E. Hallum of the Vehicle Processing Section, Vehicle and Artillery Branch, Stock Maintenance and Set Assembly Division, has been selected as Defense Distribution Depot Red River, Texas' Employee of the Quarter for the third quarter of 1998. Steven's name will be submitted for consideration of the DDC Employee of the Quarter.

As a preservation servicer, Steven primarily performs the final work process on a wide variety of equipment, i.e., gas and multi-level engines, milvans, combustion powered generators, com-

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Steve Hallum, left, was honored recently by former DDRT Commander, LTC James Dittrich. U.S. Army Photo by David Granberry.

Life After BRAC for Ogden Site

For a few days in August, the Former Defense Depot Ogden, Utah, (DDOU), was transformed into a mobile city of about 15,000 people. DDOU was slated for closure by the 1995 BRAC Commission. The Department of the Army holds accountability for the DDOU real property however; the property has been wholly permitted to the Defense Logistics Agency (DLA) since the mid 1960's.

During the week of 17 August, the Former DDOU and the Ogden Local Redevelopment Authority (OLRA) hosted the Family Motor Coach Association's (FMCA) 35th Annual Summer Grand International Convention. The FMCA is an international organization for families who own and enjoy the recreational use of motorhomes, and is the largest organization of its kind in the world. There are currently more than 230,000 members. A total of 4,220 motor coaches belonging to association members and commercial vendors were located

on both DDOU and the adjoining Weber County Fair Grounds. Planning for the event started two years ago with coordination between the DDOU Commander and Caretaker Staff, Ogden City, Weber County and the FMCA. A License for Use between the United States Army Corps of Engineers and the OLRA was executed to temporarily utilize Department of Army property for the event.

The small city materialized almost overnight. About 1,000 FMCA volunteers helped with the massive job of organizing parking for the motor homes, plus parking for the public, complete with streets and addresses. Four bays of warehouse 16-B (140,000 square feet of space) were turned into 635 indoor booths for vendors and exhibitors, each 10 feet square. A complete U.S. Post Office with its own postmark was established along with a multitude of restaurants and food establishments where thousand of meals were served. Approximately 200 temporary service employees were hired by the FMCA to handle security, sell tickets, and perform a number of municipal services. The Ogden City Police

Department provided 24 hour patrols and the Ogden City Fire Department had a fire truck and ambulance on site during the daytime hours. Both the DDOU Government Caretaker and the OLRA staffs provided oversight of the entire convention.

The FMCA convention was deemed to be a huge success for not only the convention attendees, but also the community of Ogden, the Defense Logistics Agency, and the Department of the Army. The local economy realized an estimated 30 to 40 million dollars in revenue during the convention. Since Ogden City and DLA have a Cooperative Caretaker Agreement in place, the Ogden City Caretaker Staff provided a number of services for the FMCA in preparation for the convention. Many of the services resulted in improvements to the property, and the revenue generated was invested back into the facility maintenance and caretaker accounts. All in all, the FMCA Convention proved to be a highly effective temporary reuse initiative that was extremely beneficial to the Ogden community and the Department of Defense.



Thousands of motor coaches are lined up in neat rows at DDOU taking part in the FMCA convention. STANDARD-EXAMINER Photo by Tim Schoon.

USAR

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general exam. It takes about 15 minutes per person. Then there is the gear bag inspection. Almost immediately, the members begin work on assembling the six air pallets of equipment. This includes technical search equipment such as fiber optic cameras, sound monitors, rescue jack hammers, saws, hammers, generators. There is medical equipment, too: drugs, long boards, cervical collars, life-pack monitors. All the stuff is checked and loaded onto air transport pallets and then onto Transtech trucks, with specially designed roller beds, to transport to the disaster site.

Then the briefing occurs. All of the task force members go into the briefing room utilized by the 193rd Special Operations Wing, where leaders give the assignments for the day. There are four leaders: a senior leader, finance and logistics, administration and training personnel. Capt. Dan Hartman and Lt. Fred Endrikat hand out assignments. The team is finalized: safety officers, plans, medical, rescue, K-9, logistics, technical search, structural and hazmat personnel. For a live event 62 people would travel to the disaster site. Today there are 130. There are a total of 180 on the team.

Participants are driven to the site by chartered bus. The team began to gather at the airport at 5:30. It is now 10:00 am. By 10:45 am, the team reached the site. What PA-TF1 members saw, as they arrived at the site and set up the Base of Operations (BOO), was the aftermath of what could have been a real disaster.

Gary Brouse explained the process used on the site. "On a deployment, the structural triage team goes out first. Along with the hazmat guys, they are given one hour to evaluate the site using a "Triage Checklist" and instrumentation. Search priorities are determined based on potential victim entrapment in high occupancy areas such as schools, hospitals and multi-residential buildings. This really prioritizes what should be accomplished first."

Next, the Search and Recon team will go in and focus on the areas singled out by the triage team. Using specially trained dogs and hi-tech instruments, the Recon team will provide the awaiting team managers and rescue specialists detailed reconnaissance information. Through the use of acoustical listening devices, fiber optic search cameras, hand-held GPS and digital photos, they will go back and provide detailed information on the sites where the victims are entrapped.

The Recon team also checks to see if the utilities are disabled, piles are stable, where to make entry, where shoring, cribbing, nailing together of supports is necessary to stabilize the building from further collapse. The hazmat specialists look for the evidence of any hazardous materials that will need to be mitigated. Any utilities still operating must be shut off. After the recon team's assessment is presented, team leaders mobilize rescue teams.

Prior to the implosion, there were fifteen dummies, made of old fire hose, placed throughout the building. Dummies were replete with tags indicating their injuries and condition. Task force members now explored the rubble to test their own ability to find survivors and victims of the disaster. When a dummy was

found, it was "treated" for the injuries indicated on its tag. Fiberoptic cameras were used to explore the mass of collapsed concrete and steel.

Brouse explained how this exercise was different from past exercises. "In August 1995, we participated in an exercise in Philadelphia where two buildings were imploded," he recalled. Brouse related how the buildings in the Philadelphia exercise had very flat debris fields, providing an altogether different challenge. The PennDoT Building, with its concrete panel and steel construction, provided many spaces for exploration, many vertical areas in which to look for victims.

Hours of work were interspersed with periods of rest and progress meetings. This was an introduction to a new kind of exercise, using techniques that were taught, but never before experienced at this magnitude. A few more hours at work and update meetings on the progress of "rescue efforts" were followed by dinner. A solid meal of spaghetti, meatballs and salad.

All of the managers were equipped with radios to ease communication with each other. In addition, a new device was tested. It was a personal accountability device, that was tied into a computerized tracking system located at the Command Tent. In case the rescuer became himself a victim, the device would emit a signal that would alert a Task Force leader of the team member's peril.

This exercise presented several special challenges. Working all teams simultaneously, to provide maximum individual experience, meant that all teams were being worked hard. By the time of the midnight briefing, a structural specialist had laid out a grid on the implosion site identifying various structural areas of the building and where they would have fallen in the implosion. The next step would have been to explore those areas in which there were known "victims" or hose-dummies. Unfortunately, the teams were too tired to carry on a full examination of those areas.

Working until about 2:30 am, the temperature turned cool as night deepened. While heat exhaustion was a concern during a hot August day, the opposite concern was valid for night. This night was cool. A final task force management review advised the members of the "rescue effort" outcome, i.e., how many mannequins had been recovered. The progress of the exercise was also broadcast live to other task forces throughout the United States. Tired, a bit cold and hungry, the members boarded the buses again for the trip back to the airport. After breakfast, everyone began his personal journey back to the routine of everyday life.

Hallum

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bat and tactical vehicles, trailers, components, etc. This process includes removing all masking paper and tape from surfaces applied during paint preparation; applying stencils and markings IAW MIL-STD129 and applicable technical manuals and military specifications; reassembling component parts and securing the equipment; and ensuring the accuracy of the documentation before attaching to the equipment. Prior to

releasing the equipment for shipment, he thoroughly checks for defects, i.e., loose battery cables missing stencils, etc., and promptly corrects those found. Steven is knowledgeable and proficient to the point where he can accomplish the workload in the final process area by himself. Prior to his assignment to that area, and even now during his brief absences, it takes two employees to do what he effectively does alone.

As with most people, Steven has his personal problems, too. His wife, Mariel, has a chronic heart problem and is a diabetic. It is not uncommon for him to have to leave work at a moment's notice to assist his wife or take her for medical treatment. Yet, even during these difficult times, he remains upbeat and continues to excel in all levels of his job performance. Steven's dedication to his job and his family is an inspiration to all at DDRT and the DDC.

Rough & Ready Island Is History

The days of storing military supplies at Rough and Ready Island, Stockton, California, are over. When the last items of mission stock were trucked across the island's bridge on September 11, it marked the end of a 35-year period in which the Navy island supported DDJC and its predecessors. The task involved vacating 19 warehouses and five small buildings that totaled over 2 million gross square feet of storage and returning them to the Navy. There was also three-quarters of a mile of wharf where 25 tugs, landing crafts and barges were moored.

Plans to move began in January, 1998 when the Port of Stockton, who was scheduled to acquire title to the island in October, 1998, announced an increase in lease fees when they took control of the island. DDJC paid \$506,000 to the Navy to lease storage space. The Port of Stockton planned to charge \$4 million. "We started moving off the island slowly, re-warehousing material to Sharpe and Tracy, moving items whenever we had time," said Gary Kahn, assistant chief of the Warehousing Division.

Planning began and a goal of moving all DDJC stock off the island by October, 1998 became the target. Heading up the project was Air Force Colonel John Edenfield, special assistant to the Defense Distribution Center Commander. "In early April we got all the key players together and decided what needed to be done," pointed out Edenfield. The result was a Plan Of Action and Milestones with 135 tasks that needed to be accomplished.

The plan called for four steps at each storage site: remove the stock; clean and restore the facility to the state it was when acquired; do a safety and environmental inspection to ensure all occupational safety and health codes were met and there was no environmental contamination, and finally get the warehouse removed from the Navy permit. According to Kahn, the first part involved getting disposition from the 26 item managers on where to move the 3,200 different stock numbers. This required the help of Laurie Bixler and Connie Clouser of the DDC's Directorate of Distribution. They were instrumental in getting the item managers to decide on disposition, said Kahn.

"A lot of blankets, energy pads(cushioning material that padded supplies being dropped from aircraft), cold weather boots and tents, went to the Barstow Depot," noted Kahn. "Active items were rewarehoused to either Sharpe or Tracy." The DDJC Vehicle Equipment Pool hauled 1,356 truckloads of stock from Rough and Ready to Sharpe or Tracy warehouses.

Donny Hernandez, chief of the Vehicle Equipment Pool, pointed out that trucks delivering material to the McClellan Depot or Travis AFB always stopped by Rough and Ready to pick up a trailer load of stock being relocated to Sharpe or Tracy. A major challenge was disposing of warehouses full of large industrial machine tools that were part of the defunct DLA Defense Industrial Plant Equipment Center (DIPEC) that ceased operation in 1994.

"Most of them were pretty easy to sell," said Gene Fly, chief of the DRMO sales and redistribution section. However, a few of the older, incomplete tools weighing in excess of 40 tons were sold to scrap dealers who had to cut them up before they could be moved off the island. "They were too heavy to get over the bridge in one piece," noted Fly. Another challenge the local DRMO helped remedy was the sale of Army owned watercraft that were tied to the wharf. "These took a long time to sell, there weren't many bids," said Fly. Eventually they went to shipyards in San Diego and Seattle.

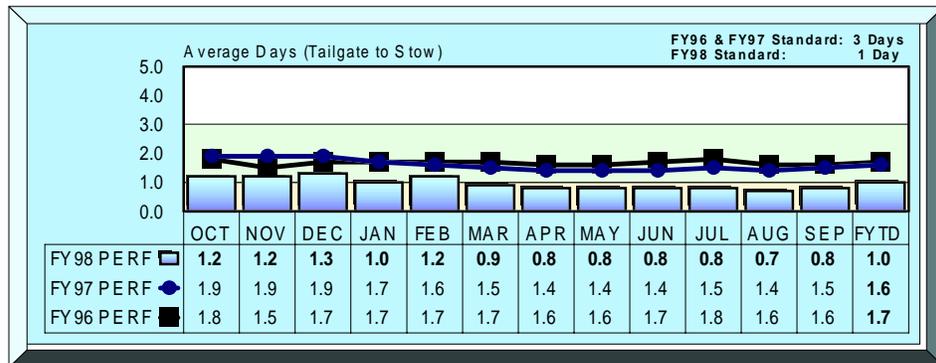
Once the warehouses were empty of stock, a team headed up by environmental protection specialist Jeff Grady conducted a comprehensive inspection. Because oil used in equipment prior to 1980 contained PCB, polychlorinated biphenyls, samples from oil spots on the floor were gathered and sent to the lab for analysis. "At least 12 samples from each warehouse were collected," explained Grady. "The lab results were compared to the regulatory limits on action levels." Many samples did not detect contamination. However, in buildings 707 and 411, locations housing machine tool rebuild and storage operations required portions of the floor containing PCB to be chipped away and resurfaced.

Also on Grady's team was an industrial hygienist who would examine the warehouses for any sort of damage outside normal wear that would create a safety concern. "We were looking for things like exposed wiring from an outlet where equipment was used, broken switch plates, and damaged access doors," noted Grady. It was also Grady's job to put together all the documentation for signatures before a warehouse could be removed from the Navy real estate permit. Sometimes a warehouse package could contain a stack of paper an inch and a half thick. Kahn credits Grady, Clouser, and Max Allen, who supervised the warehousing work at Rough and Ready, with being the driving force behind the move. "They were instrumental," Kahn noted. "We wouldn't have made it without their dedication and experience."

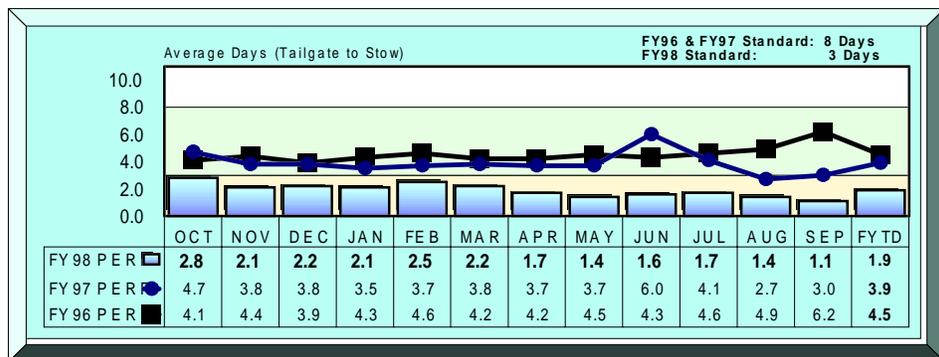
The long history on Rough and Ready Island that began for DLA distribution operations back in 1963 when the Navy transferred its machine tool storage and rebuild mission to the Defense Supply Agency has drawn to a close. The move has eliminated satellite warehousing operations at DDJC and resulted in an actual savings to taxpayers of \$500,000 in rent that was projected to escalate to \$4 million a year. Edenfield summed it all up. "Through our team effort we brought it all together."

Defense Distribution Center Performance at a Glance

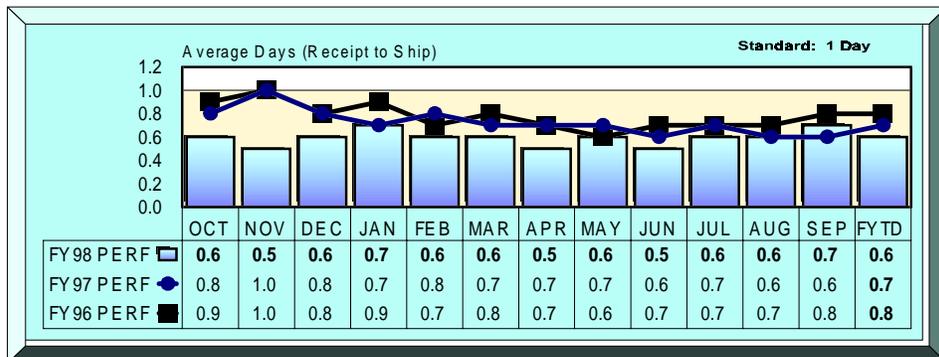
NEW PROCUREMENT PERFORMANCE - INCLUDING RETAIL RECEIPTS



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