



*On the Cover: The Korean War Memorial in winter; the Washington Monument in spring. Photos by DDC Photographer, Jim Krepps*

The Defense Distribution Center (DDC) is a primary level field activity of the Defense Logistics Support Command, Defense Logistics Agency. The DDC Review is an authorized publication intended for civilian and military employees of the DDC and subordinate commands. The Review is issued quarterly, printed by offset method. Unless otherwise indicated, all photos are DLA. Contents of the Defense Distribution Center Review are not necessarily the official views of, or endorsed by, the U.S. Government, Department of Defense, Defense Logistics Agency or DDC. Address mail to: Editor, Defense Distribution Center Review, Defense Distribution Center, 2001 Mission Drive, New Cumberland PA. 17070-5000; E-mail: [rpoorman@ddc.dla.mil](mailto:rpoorman@ddc.dla.mil). Phone: (717) 770-5739. The Review may also be viewed at our website: <http://www.ddc.dla.mil>.

BG Barbara Doornink, USA  
Commander

Phyllis C. Campbell  
Dep. Commander

COL Glenn M. Melton, USA  
Chief of Staff

Jackie Noble  
Command Affairs Officer

Ron Poorman  
Editor

Jim Krepps  
Photographer

# DDC Review

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DDC Commander

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## *From my point of view...*

### *BG Barbara Doornink*

*DDC REVIEW: A DDC logo is now being used in DDC business area activities. What does the logo represent?*

*BG Doornink:* I thought it important for us to develop our own identity. We used the DoD eagle as the centerpiece to reflect our proud DoD heritage. The eagle is surrounded with an equilateral triangle of the traditional colors of support - red, white, and blue. Value, Velocity and Visibility - three important challenges to us in support of our DoD customers. The logo represents who we are and what we are - Value, Visibility, Velocity. (See Logo, Page 8)

It is our challenge to keep the triangle balanced. Customer needs drive the shape of the triangle to obtain specialized support. But, the triangle will once again reshape equilaterally absent any special requirements providing an overall balanced support to the customer.

*DDC REVIEW: During your discussions with employees, you've mentioned the importance of having a well-trained work force. What measures are you taking to ensure employees have appropriate training opportunities?*

*BG Doornink:* The DDC is investing significant financial resources to make sure we have a well-trained flexible, agile work force. The DDC workforce in 2000 will be multi-skilled not single specialty skilled. To do that, we must provide the employees the proper tools to meet those challenges. Employees must have Individual Development Plans (IDPs). Needs assessments are being done at each depot for planning FY 2000 training requirements. We also have to make sure we develop and obtain the right courses.

A great new tool for the DDC is the Distance Learning Center. Scheduled to be on line in July 1999, it is one of the resources we will use to train tomorrow's work force. The Distance Learning Center will bring courses directly to the employees on their scheduled shifts at their duty stations.

We are also looking at commercial best practices, depot best practices, and reviewing course curriculums currently in use. We have initiated a Professional Enhancement Program (PEP)

for employees. All of these initiatives, collectively, reflect where we are going into the next century.

*DDC REVIEW: You mentioned the Professional Enhancement Program (PEP). What benefits will the participants and the DDC obtain?*

*BG Doornink:* I strongly support the PEP. This is a multi-phase program. Phase I provides developmental assignments for depot employees at DDC Distribution Operations Directorate (DDC-T) and the Financial Management Directorate (DDC-R). Phase II provides developmental assignments for DDC Headquarters employees at depots. Phase III provides developmental assignments for employees with private industry. Phase IV provides assignments for DLA HQ employees at DDC Headquarters.

We are currently in Phase I. The first PEP participant selection is now on assignment at DDC-T. This program provides skills training at all levels, floor to management, as we move from a depot system with a focus on handling material to distribution systems handling information more effectively. A significant benefit of the PEP, is that it teaches tomorrow's supervisors, division chiefs and directors the things they will need to do to promote more efficient depot operations. PEP enhances the skills of already talented people. It will also expand ideas at senior levels.

*DDC REVIEW: Several depots have been visiting each other and looking at work processes as a result of a "Depot Best Practices" initiative. What is this initiative intended to achieve?*

*BG Doornink:* We noticed that depots had some similar challenges/issues and were addressing them individually. The resolution process could be greatly enhanced if the issues were discussed jointly to brainstorm and develop solutions or share processes that worked. We started with the two primary distribution sites. What resulted was a great interchange of information and ideas between the two staffs. Since then, the sessions then expanded to our depots co-located first at Navy installations, then to Army installations, and then to Air Force installations. The Marines joined in with the Army due to their like missions. The papers developed from these sessions are being exchanged among the depots on storage and transportation functions. The intent is to improve systems and processes. This initiative makes me very enthusiastic for the next century.

# DDC Strategic Planning Retreat at U.S. Army War College, Carlisle, PA

During 2-4 February 1999, senior managers of the Defense Logistics Agency's (DLA's) Defense Distribution Center (DDC) conducted a strategic planning session at Carlisle Barracks, Pennsylvania. The session was held to determine the most critical strategic issues facing the DDC and initiatives it should undertake to address those issues.

The planning session's participants selected eight issues as critical to the Command and identified 32 initiatives related to them. They also prioritized the eight issues into two tiers; four

issues are more critical than the remaining four issues. The issues in each tier are not prioritized. In the first tier of issues are peacetime to wartime transition; customer-focused planning; supply chain management and information technology. In the second tier are workforce management; quality and cost; best practices and depot public-private competition. Participants accepted all initiatives as a commitment to implement.

Because DoD's peacetime and wartime supply chains differ dramatically, they present several challenges to the DDC. For example, during peacetime, DoD uses prime vendor (PV) contracts and direct vendor delivery (DVD) shipments for the distribution of approximately one-third of Defense materiel. Both methods have unique characteristics. First, they bypass the distribution depots, consolidation points and ports managed by the U.S. Transportation Command (USTRANSCOM). Second, PV and DVD shipments use commercial small package and air express carriers extensively. Third, PV and DVD materiel is delivered mainly to customers in the continental United States

(CONUS).

In contrast, during a war, PV and DVD shipments enter the Defense Transportation System (DTS) and are consolidated with other shipments before moving to OCONUS locations. The points of entry into the DTS for these shipments are Defense distribution centers, consolidation points and ports. The change in the Defense supply chain during contingencies presents the DDC with major challenges in manpower and workload planning, information, and infrastructure.

The DDC's external customers can be segmented into several groups. They are the CINCs, the CINC's military service components, and Service headquarters. The ICPs are internal customers and strategic partners. By focusing on these groups, rather than working with individual organizations, the DDC should be able to develop better customer relations, tailor and manage distribution services, and accommodate a variety of customers and their demands.

Although the DDC has already adopted several customer-oriented initiatives in its operations, additional opportunities for



*Top row, from left: Capt. Joe Faris, USA, Ms. Angela Bailey, LTC Randall Bockenstedt, USA, Lt. Col. David Caldwell, RLC, Col Joe Carter, USAF, Col John Edenfeld, USAF, Ms. Gail Major, Ms. Twila Gonzales, Ms. Marian Ryan, Ms. Jackie Noble. Center row: Mr. Patrick McCormick, CAPT Steve Sterrett, SC, USN, Col Gerald Ellmyer, USAF, COL John Marx, USA, CAPT James Freihofer, SC, USN, CAPT Joseph Kenney, SC, USN; Front row: Mr. Michael Yost, Ms. Phyllis Campbell, BG Barbara Doornink, COL Glenn Melton, USA, Mr. George Sisson, Mr. Craig Mayer, Mr. Paul Okum.*

improvement exist. The opportunities deal primarily with sharpening the focus on customers' needs for materiel and information flow, instead of concentrating on internal goals. Customers are expected to continue their demands for better service at lower cost, reduced order cycle time, on-time delivery, schedule reliability and tailored distribution services. To meet these and other demands, the DDC needs to improve its planning, operations, communications, and level of support. In addition, the DDC needs to possess and control its own distribution information and operating systems; and develop the capability to manage and track distribution directly into theaters of operation.

*See Strategic, Page 5*

# Environmental Success Stories at DDC Depots

At one time, little was known about the impact of chemical compounds on the environment. Little by little, however, scientists became more aware of the effects of solvents, paints and other products used at Department of Defense (DoD) owned facilities across the nation. Thereafter, DoD began the laborious process of testing soil and groundwater to determine the extent of pollution which had occurred. Superfund Legislation was enacted and the controlled disposal of toxic and harmful chemicals became to order of the day and sites requiring cleanup were identified. Today, the story is quite a different one. Not only are contaminated sites being cleaned up, but DoD agencies are making quite a different kind of news. DoD employees, both military and civilian, are active partners in the campaign to safeguard the environment. There are stories of successful cleanup, environmental restoration and wildlife preservation projects going on all over the country. The Defense Distribution Center is center stage in this drama, in which everyone benefits.

## **Cleanup of Ogden Site by Defense Distribution Depot Hill, Utah (DDHU).**

Defense Distribution Depot Hill, Utah completed the Environmental Assessment for the Disposal and Reuse of Defense Distribution Depot Ogden, Utah (DDOU) during March of 1998. Completing this evaluation allowed for transfer of the property to the Ogden Local Redevelopment Authority (OLRA) for their use. DDHU also completed the Phase II BRAC Site Assessment for the 34 sites identified in the original Environmental Baseline Survey. As a result of the survey and investigation, 28 sites were designated as not needing further action. DDHU has completed the cleanup of 2 of the sites needing remediation, with cleanup of the 4 remaining sites underway.

In addition, DDHU was charged with completing the investigation and cleanup of two Contamination Screening Sites (CSS) identified in the original Federal Facilities Agreement. The CSS

were the transformer sites at the former DDOU. They included over 100 pole mounted and pad mounted transformer sites as well as 15 vaulted sites. The project required sampling soil and concrete below the transformers to determine if PCBs had been released into the environment. All contaminated areas were then restored to residential standards to allow for clean closure of the sites. The project lasted approximately eight months and was completed in July of 1998.

DDHU was also involved in completing the Phase II RCRA Facility Investigation (RFI) of the facility. This investigation was directed at 12 Solid Waste Management Units and was required by the State of Utah. As a result of the Phase II effort, DDHU was able to receive statements from the State of Utah of "no further action" on seven of 12 sites. This means that no additional funds will have to be expended on these areas. Also, it is likely that one additional site will be added to the list of sites not requiring cleanup. That would leave five remaining sites that will be moving into the Corrective Measure Study (CMS) phase of the investigation, beginning sometime in 1999.

Finally, DDHU also began the excavation of the Ogden OU4 Hotspot Area. This is the soil removal at the source of the northern plume of contaminated ground water. The construction of a pump and treat system for cleanup and control of contaminated groundwater near the west entrance to the depot was also begun, with completion sometime in 1999. Both of these projects will be complete no later than January of 1999.

## **Initiatives at Defense Distribution Depot San Joaquin, California (DDJC).**

DDJC has been involved in several environmental initiatives. During Fiscal Year 1998, DDJC implemented the Hazardous Materials (HM) Pharmacy Concept at its Sharpe and Tracy Sites. The Pharmacy Concept consists of two functions, the centralized ordering, control, and issue of HM used in the operation of the depot and a hazardous waste accumulation and consolidation center. Both functions support the Department of Defense (DoD) goal of reducing hazardous waste generation. The pharmacy minimizes the initial procurement of HM by avoiding over-procurement and by ordering non-hazardous alternatives when available. The Pharmacy also places surplus HM in a "reuse store," where it is available to other potential users on the depot. The hazardous waste center reduces waste volume by reducing packaging and maximizing recycling.

*See Environmental Stories, Page 10*





*United States Army War College, Carlisle, Pennsylvania was the site of the recent Strategic Planning Retreat of DDC Managers.*

### **Strategic, Continued from Page 3**

The DDC also needs to understand its customers better, especially their needs, deployment processes, and distribution patterns.

Supply chain management, or the management of logistics functions to satisfy a customer's needs, is characterized by managing across the functions which make up the chain. When successfully done, supply chain management improves the quality of the entire chain rather than that of a particular functional part. During the past decade, DoD has improved its supply chain management, but often emphasizes functions rather than the entire supply chain. In contrast, private-sector firms tend to focus on the spectrum of planning, sourcing, making and delivering products. Finally, because of the increasing complexity of the supply chain, the DDC does not currently have the level of information systems and analytical tools which it ought to have to operate efficiently.

A skilled and motivated workforce is fundamental to any successful organization. The characteristics needed for tomorrow's workforce present a significant planning challenge. The DDC will have to maintain its current skill base, while developing and preparing a future skill base. In addition, DDC will have to continue to motivate the workforce, while overcoming a natural reluctance to change. Certainly not least, the DDC will have to seek relief from regulations that inhibit flexibility and innovation.

As DoD continues to downsize, it faces continued pressures to make funds available for force modernization and improvements in combat power. These pressures cause Defense customers to demand quality goods and services at reasonable prices. They do not hesitate to seek sources other than traditional military logistics providers to acquire them. As a result of the changed environment, nearly one-third of DoD ordered materiel does not involve the DDC's distribution services.

To be the DoD's single distribution center and provide better,

faster, and cheaper service to its customers, the DDC must pursue several initiatives. Key to success is competing its capabilities with private-sector sources; tailoring services and products to customers' needs and seeking the authority to price them accordingly; streamlining its organizational structure and alignment; integrating information technology investments with operational systems to accommodate organizational, infrastructure, and customer changes; and repositioning stock to reduce infrastructure and accommodate the DDC's distribution mission; and contracting to retail activities.

World-class private-sector companies achieve significant improvements in their profitability, inventory reduction, transit time, and other key business indicators. Although the average logistics costs for eight major industry groups are 12 to 13 percent of total revenues, the best-in-class companies spend only 7 percent of their revenues. Finally, adopting best business practices should assist the DDC in providing better, faster, and cheaper service.

Logistics Management Institute was contracted to summarize the planning retreat efforts into a Strategic Plan which could be reviewed by all participants. In April 1999, the plan was distributed to all Depot Commanders and DDC staff participants for their comment. Comments will be received at the DDC Deputy Commanders' Conference to be held August 3-6, 1999.

## ***DDC Strategic Issues***

### ***---first tier***

- 1. Peacetime to wartime transition***
- 2. Customer-focused planning***
- 3. Supply chain management***
- 4. Information technology.***

### ***---second tier***

- 1. Workforce management***
- 2. Quality and cost***
- 3. Best practices***
- 4. Depot public-private competition***

## DDC Depots Aid in the Fight Against Winter Cold

After a decade of delivering surplus blankets to the nation's homeless, it appeared for a time in December 1998, that the Department of Defense program had come to an end. At hundreds of shelters across the country, the loss of the blankets was anticipated. Centers from Denver, CO to Fayetteville, NC were sorry to see the last of the Defense Department blankets. Since 1987, the blankets were distributed free to more than 500 shelters nationwide through the Defense Logistics Agency.

In the early 1980s, initial responses to increasing homelessness were essentially local. A federal task force, created in 1983, was intended to provide information to local governments on how to obtain surplus federal property and did not address homelessness in a general way. In the years which followed, however, pressure increased for the federal government to acknowledge homelessness as a national problem and the Homeless Persons' Survival Act was introduced in both houses of Congress in 1986.



The law came to be known as the Stewart B. McKinney Homeless Assistance Act (PL100-77), in honor of the bill's chief Republican sponsor, after his death. The legislation was passed by large bipartisan majorities in both houses of Congress in 1987. It was Signed into law by President Ronald Reagan on July 22, 1987. During the program's first decade, more than 4 million blankets were distributed to more than 500 homeless shelters around the country.

Sponsorship of relief activity under the act came into question, however, almost ten years after the law's passage. In fiscal 1997, the Senate Armed Services Committee decided that supporting homeless shelters was outside the military's primary mission. The committee said the cost of the blanket

program, \$3.5 million and a very small percentage of the whole pentagon budget, diverted needed money from weapons modernization. Though enough blankets remained at the Defense Supply Center in Philadelphia to see many homeless programs through last winter, the winter of 1998-1999 was going to be a different story. The supply of surplus blankets was exhausted.

To veterans, the subject has particular poignancy, since about one-third of the 760,000 people who are homeless in America are said to be veterans. In early years of the program, wool blankets stored since World War II provided shelter from the cold. In later years, shelters counted on blankets of a more recent vintage, of heavy gray felt. They couldn't be washed, but they still provided warmth. The military blankets, though not beautiful to look at, provided exactly the durability and warmth needed. In addition, they are virtually indestructible.

Support organizations, while focussing on private donations with the prospect of a blanketless winter season, held out hope that funding could be restored. In time for the holidays, the Department of Defense reinstated its blanket program for the homeless with \$3.1 million, approved shortly before Christmas.

While most of the nation was involved in preparation for winter holidays of Christmas, Chanukah and Kwanza, employees at DDC Depots were engaged in routine work, but with a twist. They were packing and shipping blankets destined for distribution centers where they would be passed on as a means of protection from winter's cold.

Defense Distribution Depot San Joaquin, California (DDJC) shipped 14,000 blankets to the homeless between December 28, and December 30, 1998. They were shipped to three distribution centers in Denver, CO, Oakland and Escondido, CA. A subsequent shipment of 10,000 blankets left DDJC January 6, 1999 bound for the Shelter Partnership Incorporated in Bell, CA.

Meanwhile, on Monday December 27, 1998, Defense Distribution Albany Georgia (DDAG) began a joint effort with the Defense Supply Center Philadelphia (DSCP) to issue more than 40,000 blankets. The first requisition was for 125 blankets for The House Inc. in Webb City, Missouri. The second request was for 40,000 blankets to the Department of Veteran Affairs in Somerville, New Jersey. The second request was shipped in four shipments over an eight day period with the first of four shipment beginning on December 30, 1998, with the final shipment on January 6, 1999, meeting the requisition required delivery date.

*---Defense Distribution Depot San Joaquin, California shipped 14,000 blankets between December 28, and December 30, 1998 and 10,000 blankets on January 6, 1999*

*---Defense Distribution Albany Georgia in conjunction with Defense Supply Center Philadelphia (DSCP) shipped more than 40,000 blankets.*



*DDC Depot Employees help with effort to get blankets to the nation's homeless*

# Innovation in Processing at Defense Distribution Depot Cherry Point, North Carolina



## Wearable, Wireless! Overwhelming Success!

A new device is on hand to deal with the often cumbersome and tiring task of entering data about materiel being processed at DDC Depots. Jerry Price, an employee at Defense Distribution Depot Cherry Point, North Carolina, found the Radio Frequency Scan Glove and has tried it under various operating conditions at DDCN. The Glove, as it is affectionately known, was tried in small parcel shipping, high rise pack station, packing and preservation and receiving.

Used in preservation receiving, it allows an employee to walk away from the terminal and still enter data from up to 50 feet away. It is perfect for reading barcodes on large pieces of freight, without copying and manually entering the data at a fixed

workstation. The depot gains RF flexibility without the extensive overhead of an additional RF network and additional programs. DDCN has recorded statistics; In the packing and preservation a single employee adds 1 to 1.5 hours of production to the workday. In small parcel shipping, the performance almost doubles.

volume Distribution Standard System and shipment stations. Not only can the user scan packages up to 50 feet away from the workstation, he or she can wear the scanner on the wrist or hand. This provides for a true hands-free scanning that allows the user much needed flexibility and mobility. Wearing the scanner on the wrist or hand allows for increased scanning speed and package throughput since the user now has both hands available for moving boxes and packages. Since the scanner is equipped with an infrared sensor, the scan beam is automatically activated when the scanner is presented a barcode.

The laser scanner has a scan range of up to 18 inches and a scan speed of 52 scans per second compared to other equip-



ment which processes only 36 scans per second. This provides for a quick scan of the CCN barcode labels. The transmission to the host computer is immediate and real-time. A complete cordless scanner kit (part number TCG-4230KWKIT) costs approximately \$915.00 (installed on site), whereas an Intermec 1545 laser scanner with a 9720 Keyboard wedge box and appropriate cables costs approximately \$ 927.00 through the General Services Administration. Multiple scanners can be

DDCN recently installed several IS4230 wireless scanners supplied by The Culver Group of Hampstead, MD on various high



used in the same area since each scanner has its own dedicated receiver. The receiver interfaces to the computer via the same keyboard wedge method utilized by similar, wired barcode scanners.

Those who have used "the glove," thus far, have not been shy about praising the new equipment. Said user, user, Robin Wetzel "I love it. I've been using this for about 6 months now, and it saves me 10-15 minutes per pallet. I process 10-13 pallets per day." Keith Reeves, almost a veteran glove user by now, was even more enthusiastic, "I've been using [the glove] for 9 months now. I won't go back to the cabled scanners. This equipment has increased my production by 100 percent. On average, I can now process 2 pallets of material in the same time it took to do one."

### **The DDC Logo**

**The DoD Eagle** represents our service customers

**The Triangle** surrounding it represents our goal of balanced support and is in the traditional colors of support: red, white and blue

**The Three "V"s** of the triangle are the priorities of our customer support: Value, Velocity and Visibility

**Balance** – if the triangle is equilateral then our support is balanced but at any time the customer priorities may change and alter the shape of the triangle to support each customer's need

## Distance Learning by Satellite at DDC

The DDC had its first DDC-wide satellite-presented course, "Defense Distribution Management Course Overview" on 29 March - 2 April 1999. Three DDC sites participated in the broadcast: DDNV, DDCN, and DDC HQ/DDSP. The U.S. Army Logistics Management College (ALMC) presented the course from their Ft. Lee, Virginia site. 58 students received the training at no cost to their organization. Travel avoidance savings resulted in approximately \$40,000.

Students enjoyed the interaction with the other depots and stated it helped to give them a different perspective on the course issues. This was the first time many of the students attended a course that was presented via satellite. Overall, the students' reactions were very positive and most indicated they would like to attend future satellite course offerings.

Currently, New Cumberland, Norfolk, and Cherry Point are the only DDC sites that are equipped as satellite downlinks. By September 1999, the majority of the remaining depots will also be equipped.

Another DDMC Overview course will be presented during the 4th quarter of FY99. Watch the DDC Training Calendar for future satellite course offerings or check with your training coordinator. Questions on the DLA Distance Learning Network can be addressed to Kim Steinour, DDC Training Office, at DSN 977-7134.



## ***Environmental, continued from Page 4***

The environment in San Joaquin County is more than 200,000 pounds cleaner, thanks to efforts of employees at the San Joaquin Depot. The generation of hazardous waste (HW) at the San Joaquin Depot was cut by 62 percent over a 4-year period, thanks to numerous pollution prevention initiatives at military supply sites in Lathrop and Tracy. The depot reached the federally imposed goal of reducing HW generation by 50 percent from the baseline established in December 1994. This was 18 months prior to a December, 1999 deadline. In 1994, the depot produced 333,417 pounds of hazardous waste. By June 1998 the 50 percent goal was reached and as of September 1998, HW was cut to 128,223 pounds.

The hazardous waste generated by the depot consists of items such as petroleum based cleaning solvents and paints, used motor oil, fluorescent lights, and antifreeze. According to Wes Harris, chief of the Environmental Protection Branch, the credit in this reduction is a result of educating the workforce and the establishment of the pharmacy. "Today employees are a lot more aware and conscientious about our impact on the environment than we were in 1994," pointed out Harris. "We are also buying increasingly more 'green friendly' products."

The switch from petroleum based to water based parts washers in the depot maintenance shops have provided significant results in the disposal of HW. The water-based solution contains grease-eating enzymes allowing the cleaner to be used over and over. In December 1997, DDJC disposed of 23,800 pounds of petroleum based cleaners. In September 1998, that number was reduced to 984 pounds. In addition, four oil-water separators were installed at DDJC wash racks, which eliminated 80,000 pounds of oily water requiring HW disposal. Previously dirty trucks, forklifts and other types of equipment were washed filling sumps with oily water that was pumped out as bulk HW. Now the separators skim off oil and collect it while the oil free water goes into the sewer system. However, Harris credits the pharmacy with making the most significant impact on pollution prevention. The pharmacy serves as the center for acquisition, storage, distribution and disposition of all hazardous material generated at DDJC. Since the pharmacy was brought on line in October 1997, this has resulted in HW reductions of 1,000 pounds of cleaners, 800 pounds of anti-freeze and 500 pounds of adhesives. Additionally, aerosol cans once containing paints, oil or cleaners are punctured and the residual contents collected. The empty can is recycled as scrap resulting in a reduction of 3,000 pounds of HW.

### **Burrowing Owls at DDJC**

Not content with reducing pollution, DDJC is also involved in protecting species of concern, in this case the burrowing owl. DDJC is inhabited by 30 to 40 burrowing owls. Although the burrowing owl is not a threatened or endangered species, it is listed by the Fish and Wildlife Service and the State of California as a species of concern due to declining habitat. As a matter of good environmental stewardship and to ensure compliance with applicable laws, DDJC, with support from CAEE, performed a population assessment and prepared a species management plan. This plan was implemented during FY 98, with the conduct of an annual species census, awareness activities, and the initiation of DDJC's first passive owl relocation. When security

improvements along the perimeter fence conflicted with an active owl burrow, DDJC installed six artificial burrows in other areas of the Depot so that the affected birds will be able to relocate prior to the next nesting season.

### **Defense Distribution Depot Susquehanna, Pennsylvania (DDSP) Initiatives**

DDSP is also involved in varied environmental issues. The Pennsylvania Department of Environmental Protection (PADEP) performed a non-regulatory visit to discuss pollution prevention at Defense Distribution Depot Susquehanna Pennsylvania. The state was very impressed with recycling operations and partnering initiatives. This program allows DDSP to reduce its waste streams while funding other recycling effort from the profits. Excess revenue generated is used to publicize the recycling program and support quality of life improvements on the installation. PADEP stated that they want to share some of DDSP's success stories with local industries.

In addition to initiatives at the local site, DDSP was also recognized by the National Partnership for Reinventing Government in their Hammer Award Feature, in December 1998. DDSP's Pollution-Prevention Van hit the road recently with its slogan prominently displayed on its side, "Creating partnerships for better government — Protecting the environment & saving trees." A new, 48-foot Pollution Prevention display vehicle hit the road on Nov. 5, sponsored by the Defense Distribution Center's DDSP and the U.S. Postal Service.

The DLA-USPS reinvention partnership began in July 1997, when the Defense Logistics Support Command's Fred Baillie signed a Memorandum of Agreement with USPS, allowing DLA/DDSP to take excess wooden shipping pallets from post offices in the Washington Metro Area to the depot for reuse and recycling. After two years, the partnership has been very successful. It has saved USPS about \$200,000 per year in hauling and landfill charges. In addition, it saves DDSP significant dollars in costs of new pallets since the depot uses roughly 20,000 pallets per month, according to Air Force Col. Larry McCourry of DLA's Environmental and Safety Policy Office. The van showcases the partners' reinvention and environmental efforts, which have been recognized by the National Partnership for Reinventing Government as well as Fran McPoland, the Federal Environmental Executive. In addition, DDSP's reinvention efforts have won the depot the White House "Closing the Circle Award", the Governor's "Award for Environmental Excellence" in the commonwealth of Pennsylvania, and the Vice President's Hammer Award.

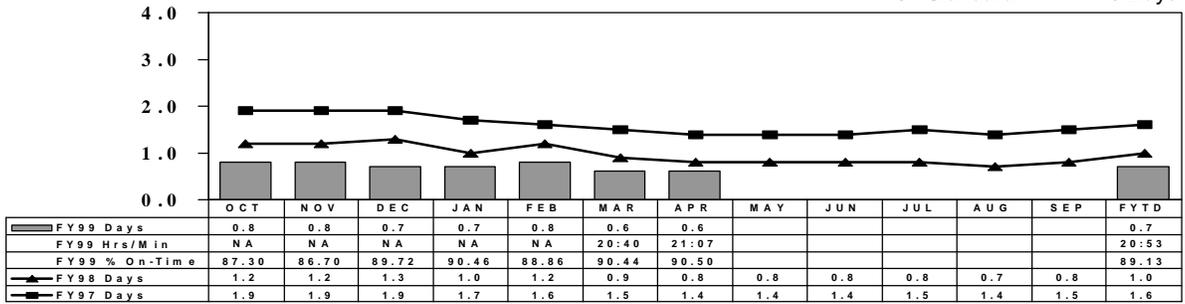
Exhibits in the van describe how DDSP is recycling wood pallets and fiberboard waste to reclaim and create new pallets and 100-percent-recycled-content fiberboard cartons. USPS reinvention and recycling efforts are depicted as well. The van uses up to date technology to tell its story through the use of videos and laptop computer connections to the internet. The van was first presented to public view on November 5, 1998, at DLA Headquarters, when the Defense Logistics Support Command's Rear Adm. David Keller toured the van in the afternoon and exchanged letters of appreciation with USPS officials. Environmental Management Policy Manager, Dennis Baca and Vice President for Engineering Bill Dowling met with Keller, DLSC's Commander. In addition, McPoland attended

*See Environment, Page 21*

### New Procurement Performance - Including Retail Receipts

Average Days (Tailgate to Stow)

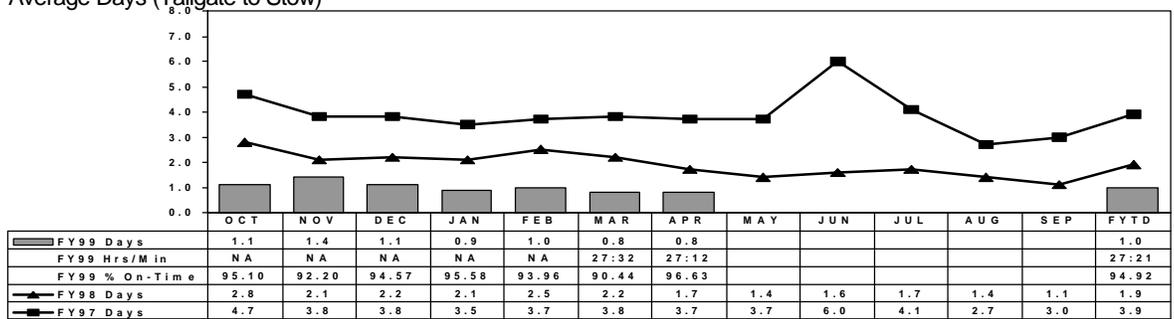
FY99 & FY98 Standard: 1 Day  
FY97 Standard: 3 Days



### Customer Returns Performance

Average Days (Tailgate to Stow)

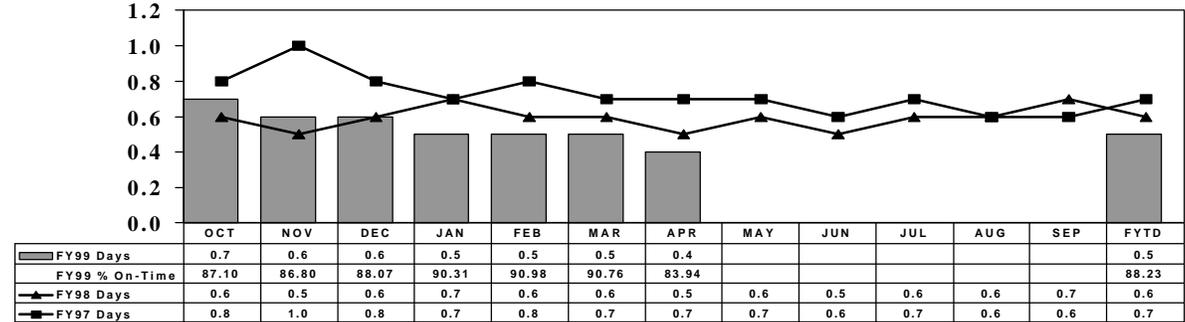
FY99 & FY98 Standard: 3 Days  
FY97 Standard: 8 Days



### Hi-Priority Materiel Release Order Performance

Average Days (Receipt to Ship)

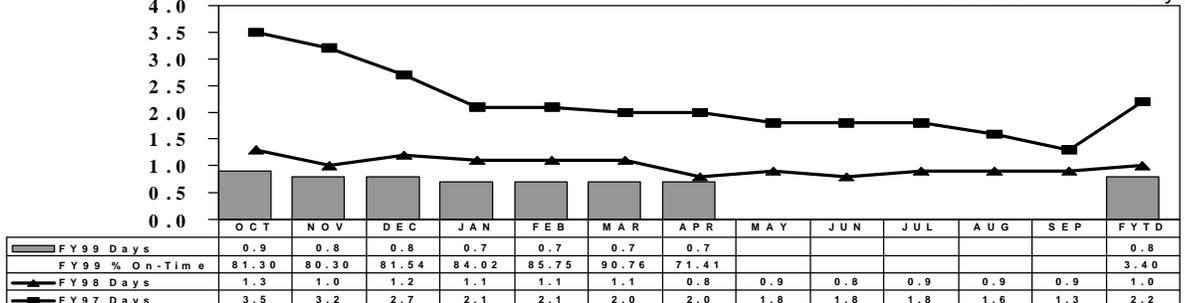
Standard: 1 Day



### Routine Materiel Release Order Performance

Average Days (Receipt to Ship)

FY99 & FY98 Standard: 1 Day  
FY97 Standard: 4 Days



## Labor - Management Conference Held at Oklahoma City, Oklahoma

In early January 1999, a Defense Distribution Center (DDC) Labor - Management Conference was held at the Oklahoma City depot. The DDC leadership, made up of managers and union officials representing the DDC's various labor unions, sat down to discuss issues of common interest. A review of the two-day meeting's agenda reveals the concerns of employees whether they are military or civilian, management or labor, white collar or blue collar.

Continuing the trend of the past ten years, "change" continues to be the watchword for the DDC and its depots. That theme is reflected in the frank, open discussions held at the conference. Since the reality of change is readily accepted by all, the conference began early to focus on how best to manage the changes facing the DDC, the nation's primary distribution network supporting warfighters around the world.

Finding ways to improve customer service while decreasing costs is an idea reflected in various initiatives from benchmarking (the process of examining best practices at DDC depots at San Joaquin, CA and Susquehanna, PA) to Activity Based Costing. Talks on those topics were presented by Mr. Ned Hartley, of the DDC Distribution Management Division and by Mr. Michael Yost, DDC Director of Financial Management.

On everyone's minds was another issue popular with business leaders and voters: the public/private competition for aspects of government logistics services. Known as "A-76," due to its well known Office of Management and Budget Circular A-76, the conferees were updated on the status of the program at DDC Depots. With studies on the first three depots coming to a close (Warner Robins, GA, Barstow, CA and Columbus, OH), announcement of six additional depots was soon to follow (Hill, UT, Richmond, VA, San Diego, CA, Albany, GA, Jacksonville, FL and Cherry Point, NC).

The effect competition is twofold: to get government operations to take a hard look at themselves and to

trim unnecessary or costly functions and staff, regardless of who ultimately wins the bid to provide the services. The April 1999 announcement brings to nine the number of distribution depots undergoing public/private cost comparison studies. Studies at seven remaining distribution depots are expected to begin in the spring of 2000. Updates on A-76 program status were provided by Ms. Twila Gonzales, A-76 Program Manager.

Improvements in customer service and cost reductions, though, cannot be considered in isolation from human resources issues. A presentation by Ms. Angela Bailey, DDC Labor Relations Program Manager provided a status of ongoing actions and current dialogue. CAPT Steven Sterret, SC, USN gave a talk on the "Safety Pays" initiative at the San Diego, CA depot. Mr. Paul Okum made a presentation on the DDC's Professional Enhancement Program, otherwise known as PEP.

A variety of distribution initiatives were discussed, as well, with tours of the Oklahoma City depot and the Air Logistics Center providing a real life framework for follow-on discussions which were led by COL Neal Miller, DDOO Commander. Transportation initiatives, including "Power Track," were discussed by Ms. Pat Kuntz, with follow-on talk on stock positioning conducted by LTC David Caldwell, RLC. Financial Management issues were not to be forgotten, with Mr. Michael Yost presenting information on depot staffing, the Resource Management Board and overall Budget issues. A successful Labor - Management conference was concluded with an open forum and general discussion led by BG Barbara Doornink, USA, DDC Commander.



*BG Barbara Doornink (left), DDC Commander, presents awards to Sherry West, Administrative Support Assistant (center) and Debbie Trammell, Management Analyst (right) for their role in planning the DDC Labor - Management Conference in January 1999 at Oklahoma City, Oklahoma.*



*COL Glenn M. Melton (center), USA, DDC Chief of Staff, renews his friendship with Ray Villapondo (left), President of the Depot Employee Council and Jimmy Cuizon, Business Manager of Laborers International Union, local 1276 both at the Tracy site of DDJC. Melton is the former DDJC Commander.*

# Y2K Issues: DLA and Beyond

## DLA Public Confidence Campaign

DLA Headquarters issued guidance on March 9, 1999, on its newly established Year 2000 (Y2K) Public Confidence Campaign. The policy letter, signed by Rear Admiral E. R. Chamberlin, SC, USN, the Deputy Director of the Defense Logistics Agency (DLA), establishes DLA's need to address the public consciousness aspects of the problem head on.

By now, the problem itself, has been discussed often enough. Briefly stated, the question is whether computer systems, equipment and their internal components are prepared to properly read a date in the year 2000, or not. If corrective measures have not been taken, a date filling a two digit date data set will be falsely read as 1900, instead of 2000.

This issue is particularly important for DLA, as well as the entire Department of Defense, because DLA operates the largest number of federal computers. In addition, many of the DLA computer systems have security implications because of their use to support the warfighters around the world.

DLA efforts to address the issue will be directed to the various publics with which it deals, employees, customers, contractors and local communities in which the agency is represented. The effort is intended to ensure that all of these groups understand what steps have been taken to ensure our readiness to deal with January 1, 2000.

In keeping with the Deputy Secretary of Defense's direction, a public confidence campaign will be begun, with heavy involvement by public affairs officers and information officers throughout the agency. All actions will be consistent with DoD's public affairs plan. A four pronged approach will be taken. Web Pages will be used to disseminate information with appropriate links. DLA organizations will establish a Y2K countdown in publications and report status of efforts. Success stories will be identified and publicized. Local communities should be informed of successful Y2K management efforts. Information will be contained in upcoming issues of the *Review* and *Dimensions*. In addition, DLA's on-line employee newsletter will have additional information, available at <http://www.dla.mil/dialog>.

## Y2K Won't Stop Your Pay

By Jim Garamone

*American Forces Press Service*

WASHINGTON — The Year 2000 computer problem won't affect DoD's ability to pay service members, and troops don't need to do anything special to protect their personnel or medical records, Deputy Defense Secretary John J. Hamre said here Jan. 14, 1999. The Year 2000 problem, nicknamed "Y2K" and "millennium bug," refers to the computer industry's past practice of using the last two digits of years rather than all four — 1999 would be written "99." Old hardware and software are

widely used and no one really knows what they'll do on January 1, 2000 — they might treat "00" as "1900." Government and industry are scrambling for "compliance" — assurance their systems will handle the year change correctly.

Hamre said all DoD pay systems are already Y2K-compliant, and DoD will continue to test the systems in March and April to ensure they will work. "It's more complicated than just, 'Will our computers properly calculate pay?'," Hamre said. "We have to get electrons over to the Treasury Department. The Treasury Department has to pass on those electrons to the banks. The banks have to spread it out all over. We have something like 800 banks we do business with on a day-to-day basis." He said DoD is working with all concerned to make sure pay will continue to flow. He said personnel and medical computer systems are also Y2K-compliant.

Hamre said the Defense Department will be able to defend the United States and its vital interests in 2000 despite the millennium bug. He stood by his characterization from last October that DoD's Y2K problem will be more a "nuisance" than a crisis. "We will have about 94 percent of our systems fixed as of the end of March, and we absolutely will have 100 percent done by the end of the year," he said. As of Jan. 1, he noted, 1,673 of DoD's 2,304 mission-critical systems had been fixed.

Hamre said Defense Secretary William S. Cohen energized the unified commands by declaring Y2K a "warfighter problem" and directing them to fix their mission-critical systems. Hamre said the North American Aerospace Defense Command in Colorado Springs, Colo., for instance, tested the aerospace-warning segment of its systems in December. The tests were robust and covered all the dates that system analysts believe might cause problems, he said. "They found there was no degradation in any of the systems, whether they were in the virtual Year 2000 environment or in the 1998 environment," said Army Lt. Col. Warren Patterson, a Joint Staff Year 2000 official. "Systems operated as they should as far as the data going into one end and out the other, within the prescribed timeframe. [It was] accurate, unambiguous, clean data. We are highly confident at this point that NORAD can do its early-warning mission."

The Atlantic, Southern, Strategic, Transportation and Space commands will run Y2K tests in February. Pacific Command will begin tests in March. Central and European commands and U.S. Forces, Korea, will begin testing in April. Commands will test both primary and backup computer systems, Hamre said.

He said DoD is working with NATO allies on millennium bug problems. DoD has been in contact with 30 to 40 countries, including Russia. He said Y2K doesn't seem so urgent to the Russians — "They have other problems." Still, the United States and Russia will cooperate on building a shared early warning center. Hamre said a DoD delegation will go to Russia to finalize plans for the center. He said he's "comfortable" that Russia has positive control over its nuclear weapons. "The [computer] default for failure is not to launch," he said. "The default freezes things up. So we're not anxious that there are going to be accidental occurrences as a result of Y2K for nuclear command and control systems."

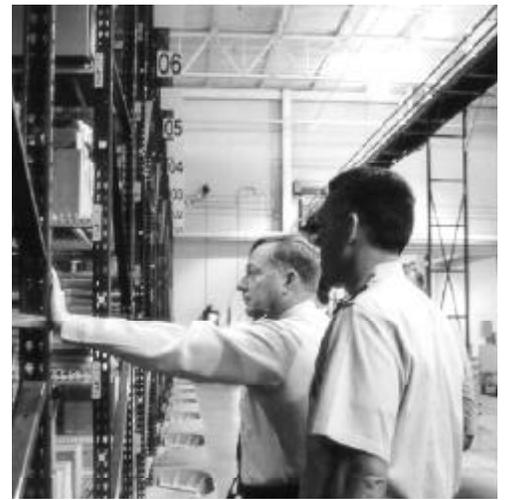
DoD also will participate in U.S. consequence support planning. The Federal Emergency Management Agency will probably be the lead element, Hamre said. DoD will set up its own Y2K command center and participate in Y2K operations in December; there is no plan now, however, to mobilize the Guard

See Y2K, Page 22

# Grand Opening of Distribution Operations Center Held at DDRT February 3, 1999

The Grand Opening of the new Distribution Operations Center (DOC) at Defense Distribution Depot Red River (DDRT) was held Monday, February 8, 1999. Ms. Phyllis Campbell, Deputy Commander of the Defense Distribution Center (DDC) presided over the event. Lt. Gen. Henry Glisson, Director, Defense Logistics Agency, (DLA) Ft. Belvoir, VA, was the featured guest speaker for the event. In his talk to DDRT employees and guests, he stressed the future, outlook and direction of the Defense Logistics Agency (DLA) and the Department of Defense (DOD).

Lt. Gen. Glisson further remarked how the state-of-the-



art center will allow DDRT to improve production and reduce operations costs. "There are two or three or four other places like this in the United States. This is one of the crown jewels in the Defense Distribution System," he said. Lt. Gen. Glisson was introduced by LTC Randall J. Bockenstedt, USA, DDRT Commander.

opening of the DOC included: Ms. Phyllis Campbell, Deputy Commander, DDC, New Cumberland, PA; United States Congressman Max Sandlin (D-TX); MG Roy Beauchamp, Commanding General, Tank Automotive and Armament Command; Col. James Dwyer, Commander, Red River Army Depot;

Hutchinson; and Ms. Marie Martin accompanying Congressman Sandlin. Other local and state officials, special guests and DDRT employees were also present for the event.

The new Distribution Operations Center became fully operational at the end of 1998. DDRT employees moved into the administrative wing of the DOC in November 1997. Following the opening ceremonies, a reception was held in the DOC cafeteria. Division chiefs and DDRT supervisors conducted tours of the warehouse area for visitors and dignitaries.



Lt. Gen. Glisson became the 13<sup>th</sup> Director of the Defense Logistics Agency (DLA) July 25, 1997. His prior military assignments include: Japan; Vietnam; Hawaii; the United States Military Academy, West Point, NY; Ft. Riley, KS; Ft. Carson, CO; Alexandria, VA; and the Pentagon in Washington, D. C.

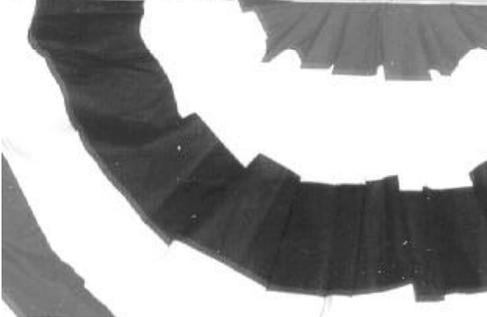
In 1993, Lt. Gen. Glisson became the Commander, Defense Personnel Support Center, DLA. In 1994, he was assigned as Commander, U. S. Army Soldier Systems Command, Natick, MA and in 1996 he became the 44<sup>th</sup> Quartermaster General and Commandant of the United States Army Quartermaster Center and School in Ft. Lee, VA. This is where he served until he became the Director of DLA at Ft. Belvoir, VA.

Lt. Gen. Glisson has a master's degree from Pepperdine University in California. His military educational background includes the Quartermaster Officer Basic and Advanced Courses, the Command and General Staff College and the Army War College.

Invited guests at the

Col. James Weller, Commander, Ft. Worth District Corps of Engineers; LTC Craig Morehead, Commander, Lone Star Army Ammunition Plant; Ms. Cynthia Hall, Representing Senator Kay Bailey Hutchison; Ms. Donna Kay Matteson, Representing Senator Blanche Lincoln; Ms. Kellie Alfano and Mr. Rod Sweetman, Representing Senator Tim





*From Above, Left: Denise Blanks, DDMA Deputy Commander addresses the assembled guests; Colonel Glenn M. Melton, DDC Chief of Staff, passes the flag to CDR Joseph Napoli, SC, USN, as SFC David Swan, USA, looks on; CDR Napoli addresses guests at January ceremony.*



## DDC Establishes Defense Distribution Mapping Activity, Richmond, Virginia

# Safety Notes: Items of interest from the DDC Safety Office

## Some Laser Pointers Pose Serious Vision Threat

A helicopter pilot and crewman received eye injuries recently after being exposed to the light from a hand-held laser pointer. The incident, which occurred in Bosnia, was widely reported in the press. Though many reports have stated the general hazard of lasers, few have outlined specific guidelines for their safe use.

Optical pointers powered by laser sources have been in use for a number of years. Many of these pointers are described as Class I or II, meaning that they are safe to use. Class I lasers are safe under all circumstances and, for Class II lasers, the natural aversion response, or blink reflex, of the eyes provides adequate protection in case of accidental exposure. Two types of these pointer devices are widely used in visual presentations—helium-neon (HeNe) and diode lasers. The American National Standards Institute (ANSI) has defined the HeNe technology as a Class II laser, indicating that momentary or accidental viewing of the direct beam will not cause eye injury. A “CAUTION” label for these Class II devices is appropriate.

More powerful laser pointers, however, are now available for as little as \$12. These units are imported into the USA, often without proper manufacturer’s certification or labeling. One such pointer, reportedly imported from Russia, emits a green beam that is more than twelve times more powerful than the maximum permissible exposure limit allowed by ANSI Standard Z136. ANSI has classified mist diode lasers as Class IIIa lasers, indicating that direct viewing into the beam has the potential to cause eye injury. Class IIIa lasers may use the “CAUTION” label if they present the same risk as a Class II laser to the naked eye. However, if a Class IIIa diode laser has a very small beam diameter (less than 7 millimeter and a power rating between 1 and 5 milliwatt, it should have a “DANGER” label. It poses a risk if viewed at close distance where the beam is less than 7mm. ANSI has assigned the safety classifications described above to these Laser pointers in accordance with the level of danger to the eye.

Caution must be used, however, with all lasers regardless of their claimed safety rating. For example, a laser imported from China has no labeling and unscrewing the front end removes the blocking filter turning it into a potentially dangerous Class IIIa laser. Another laser, recently advertised in a trade journal, is claimed to be 20 times brighter than other conventional pointers. These types of pointers are capable of producing major biological effects and present significant potential for eye hazards when viewed directly. People exposed to laser pointer beams for as little as 0.25 seconds can experience such effects as afterimages, flash-blindness and glare, even when the pointer is

over 250 feet away.

If a person is exposed during in a vision-critical activity such as driving or operating machinery, the exposure can be distracting and potentially dangerous to themselves and others around them. The following safety rules are recommended for laser pointers: NEVER point a laser’s beam at anybody or at “mirror like” targets; NEVER stare into the laser’s beam; ALWAYS use the lowest power rating possible and highest divergence where possible; NEVER use Class III lasers without precautions; NEVER use a laser pointer with a power rating above 5 milliwatts; USE CAUTION with pointers that have wavelengths around 400 to 500 nm (i.e., blue light region) because they can cause biological damage like sunburn.

If a job or hobby requires the use of a laser pointer, one with “CAUTION” label should be purchased, rather than one with a “DANGER” label. Class II lasers are recommended. In addition to exercising extreme care with hand-held lasers, users should not tamper with the laser emitting device in compact disc (CD) player, laser disc (LD) player, or CD-ROM drive. These laser sources emit beams of energy similar to laser pointers but in the infra-red range. Though invisible to the naked eye, danger still exists and chances of accidental injury are actually increased. For more information about safe use of laser pointers contact your local safety officer or call the DDC Safety Office at DSN 977-4176.

## Motor Vehicles Leading Cause of Military Deaths

*by Ameer Seabolt*

More service members have died in motor accidents while on duty than from any other non aviation cause since 1988, according to reports from the General Accounting Office (GAO). GAO’s in-depth analysis, conducted at the request of the Pentagon, revealed that of 1,108 non-aviation deaths reported between 1988-1996 (466 or approximately 42 percent) were caused by motor vehicles that included tanks, Humvees, trucks and other vehicles. The Army reported the most vehicular deaths, with 333 or approximately 71percent of the total reported during those nine years.

A GAO report released in October 1998, revealed that a total of 2,092 on-duty military deaths were reported during this same period of time, including 984 aviation related. Department of Defense officials stated “even one death is too many”. The report also stated that vehicle accidents were the leading cause of off-duty accident deaths, accounting for 81 percent of the 4,698 off-duty fatalities between 1988 and 1996.

“There is no acceptable loss rate,” said Sherri W. Goodman, Deputy Undersecretary of Defense. “We recognize that there is much yet to do.” Secretary of Defense, William Cohen, stated that he would “continue advocating continuous improvement in safety until we reach a goal of zero accidents, occupational illnesses and fires. This is an ambitious goal but to endorse any other goal legitimizes the acceptance of harm.” Other causes of deaths include drowning, aircraft accidents, physical training, parachuting, weapons, fire and other ground and sea activities.

# Employees stand out at Defense Distribution Depot Albany, Georgia

Ms. Edna Kimbrell named **General Schedule Employee of the Year for 1998**. Ms. Kimbrell is the Lead Shipment Planner for the Transportation Section and demonstrates unqualified dedication to her job. Ms. Kimbrell's technical expertise makes her a flexible and versatile planner, where she is the transportation duty expert for all loads and modes of transportation supporting the depot. This includes Marine Corps and Army Prepositioning and Emergency Supply Operations materiel world-wide. Ms. Kimbrell is the point to point agent for truckload and less-than-truckload shipments to Marine Corps activities and Blount Island Command. Her knowledge also extends to Export Release, ESOC and Army prepositioning requirements and Rail Load Planning as well as Expedited High Priority Shipments requiring international release. Ms. Kimbrell works long hours, setting a high standard which all employees could emulate. Ms. Kimbrell also serves as mentor and expert on transportation matters for junior planners. Well done!



**Ms. Joann Lane** and **Ms. Josephean Hawkins** named **Team of the Quarter** for the First Quarter of FY 1999. Ms. Lane and Ms. Hawkins have worked together since the implementation of the Distribution Standard System. As the supply technicians on the "A" Shift, they work all of the Defense Reutilization and Marketing Office items that are pulled by the stock pickers. They consolidate it all into one area, verify the quantity and NSN for accuracy, schedule appointments with DRMO and ensure timely movement of the materiel. In addition, they perform a variety of research for DSCP and ensure that records balance. Sometimes they are also called upon to run the meter machines to keep the conveyor lines from backing up and causing a severe bottleneck. They help out without direction from managers. In addition, they assist receiving personnel with data input from incoming receipts. They are indeed a team!



Mr. Donald Starnes Chosen as Wage Grade Employee of the Year 1998. Mr. Starnes, a Crane Operator, was cited for his exceptional performance while temporarily assigned as an assistant to the "A" shift supervisor. Though inexperienced, Mr. Starnes stepped into a situation in need of strong leadership because of heavy workload and backlogs. Mr. Starnes accepted the challenge and began to make improvements immediately by changing work processes and environment. He committed long hours of hard work to reducing the backlog and soon won the respect of employees. His respectful and compassionate attitude showed him to be a true leader. He didn't simply direct the work, the helped to make it happen. Keep up the good work!

DDAG selects **Mr. William Lumpkin** as **General Schedule Employee of the first Quarter, FY99**. Mr. Lumpkin is a Traffic Management Specialist and serves as the senior expert assisting local shipment planners with specific directives, answering all Distribution Standard System (DSS) questions and working to eliminate all late lines due to processing errors. Mr. Lumpkin served on the DSS Implementation Team and took great care to learn the new computer system, prepare manuals, teach traffic area personnel, find solutions to problems and monitor the implementation. Mr. Lumpkin has demonstrated pride in understanding the mission of the depot how his own department contributes to the success of DDAG. Mr. Lumpkin is personally quite versatile in the performance of a variety of functions within his area and works long hours to assist DDAG-T in the performance of its mission. Kudos!



**Mr. Charles K. Peacock** Chosen **Wage Grade Employee of the First Quarter FY 99**. During this period, Mr. Peacock showed himself to be the most productive stock selector on "A" shift. He made full use of Radio Frequency stock selection and rewarehousing procedures. At a peak, Mr. Peacock pulled over 400 documents in an eight hour day. Mr. Peacock arrives ready for work and jumps right into the task at hand. After pulling stock in his regular assigned warehouses (Bays 1 and 2 of Warehouse 1240), he then performs inventory counts or rewarehouses stock. He led the effort to relocate towels and hanging coats from one warehouse to another to provide better stock management and to consolidate locations. Mr. Peacock does not waste time or effort. When finished with his work at one location, he will move to another to help pull stock. Mr. Peacock is highly capable and motivated and derives great satisfaction from a job done well. Congratulations!

# Scissors Award Presented in Team Effort

by Anthony J. Ricchiuzzi  
Public Affairs Specialist

A general engineer in the Packaging Storage and Containerization Laboratory was presented with the Defense Logistics Agency "Sissors Award." Tom Shea, a resident of Mt. Pocono, accepted the award on September 17, 1998, for the PSCC Lab team he led that worked with Defense Distribution Depots Tobyhanna [DDTP] and Susquehanna [DDSP, New Cumberland, Pa.] to design and test recycled wood pallets.

John Heuberger, deputy commander of DDTP and a resident of Lake Ariel, presented the award and said it symbolizes cutting red tape. The PSCC Lab is the Defense Department's largest packaging testing laboratory. DLA is responsible for providing acquisition and logistics support to the armed forces. "The need to recycle the pallets is driven by new EPA [Environmental Protection Agency] consumer products guidelines that say the U.S. should recycle materials," Shea explained. "Vice President Gore directed that government expand the use of recycled materials to lessen the landfill impact."

Current pallets are made of 100 percent new wood. After they became unusable, they were placed in a scrap pile and most of them taken to a landfill. Shea says DLA shipped 48,000 tons of used pallets to landfills per year at a cost of \$2.4 million. New pallets cost from \$7 to \$20 each. "When combined with landfill cost avoidance, lumber and packaging materials, potential savings totals \$8.4 million per year," Shea said. The PSCC team, DDSP

and DDTP's approach was two-fold: learn how the private sector recycled pallets and bring their ideas and operational knowledge to the government. "We decided to utilize the good pallet parts in those scrap piles to construct recycled pallets at a cheaper cost," Shea said.

A pallet is composed of three parts - two sets of deckboards and stringer boards. One set of deck boards is attached to the top of the stringer and the other to the bottom. There are different sizes of pallets for different uses. The goal was to recycle pallets to accommodate loads up to 1,500 pounds. The method they developed is to remove undamaged deck boards and attach them to new stringers, and/or attach undamaged stringers to new deckboards. This method will save at least \$1.50 per pallet. The reconstructed pallets were then tested. "We ran nine tests to make sure the recycled pallets work as well as new pallets," Shea said. "Three rough handling, three strength and three stacking tests."

Five hundred pallets from Tobyhanna and other eastern Defense Logistics Agency installations are now being recycled each day at DDSP. "The recycling method has been submitted to the American National Standards Institute and the American Society of Mechanical Engineers for approval for use government-wide and by government contractors," Shea said. "It was a total team effort. The award also recognizes the PSCC lab, which is nationally recognized for its testing capabilities." Tobyhanna Army Depot is the Defense Department's largest

facility for the repair, overhaul and fabrication of hundreds of communications-electronics systems and components, from tactical field radios to the ground terminals for the defense satellite communications network.

More than 3,300 personnel are employed at Tobyhanna, which is located in the Pocono Mountains of northeastern Pennsylvania. Tobyhanna Army Depot is now under the operational control of the U.S. Army Communications - Electronics Command (CECOM). This consolidates the life cycle management and depot maintenance operations for the communications-electronics commodity. Headquartered at Fort Monmouth, N.J., CECOM's mission is to research, develop, acquire, field and sustain communications, command,

control computer, intelligence, electronic warfare and sensors capabilities for the Armed Forces. CECOM's work force exceeds 8,100.



From left to right, John Domin, engineering technician, Lansford; Lynn Hill, supply clerk, Tobyhanna; Jim Mott, packaging specialist, Tresco; Tom Shea, general engineer [all of the Packaging Storage and Containerization Center Laboratory, Tobyhanna Army Depot]; and Randy Romine of the Defense Distribution Depot Susquehanna, New Cumberland, Pa. They represent part of the team that designed and tested recycled pallets, earning the Defense Logistics Agency's Sissors Award. Not pictured is PSCC's Sam Baroody, mechanical engineer, Wilkes-Barre.

## **Environment, continued from Page 4**

the informal ceremony, to which DLA headquarters employees were also invited. DLA Director Lt. Gen. Henry Glisson escorted several former DLA directors and deputy directors on a tour of the van as part of Former Director's Day Conference activities. Thereafter, the van began a heavy travel schedule, beginning with the Ronald Reagan Building in Washington, D.C., for the "America Recycles Day Rally." From there, it was on to the city's General Service Administration Regional Office Building for the "Buy Recycled Workshop."

### **Earth Day and Boy Scout Project**

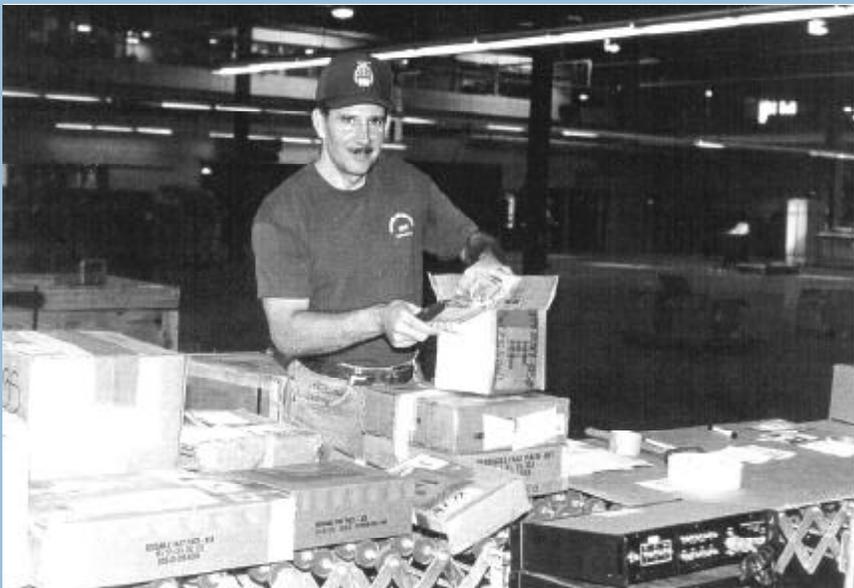
DDSP was also involved in an Earth Day Project in 1998 with a local Boy Scout troupe. At the DDSP New Cumberland location, in partnership with the local West Shore School District, Red Land High School, Lewisberry, PA and Boy Scouts of America, Troop 59, Newberrytown, PA, a project was undertaken to plant trees native to the York County area. In this case, Native Trees Include: American Beech, Sugar maple, Sycamore, Eastern White Pine and Hemlock The planting area is part of a 40 acre designated wetland area. Purpose of this project is to enhance the wetland area, ecosystem and natural habitat for woodland animals. The ecological benefits of such an effort include improved groundwater discharge, wildlife habitat and food. In addition, the project also helps with sedimentation control. Not least importantly, the project also has an aesthetic

impact on the depot and surrounding community and reduces the impact of general environmental pollution.

With a minimum investment of a \$2,000 grant, the depot had the chance to ensure the project's long term success. DDSP has an Integrated Natural Resource Management Plan in place which ensures compliance to sustain native ecological resources and watersheds. Currently, there are on-going ground maintenance initiatives in this area, i.e., removal of designated dead brush and trees. Approval of the grant was obtained in April 1998. Though the original plan called for the project to coincide with Earth Day, problems arose on the coordination with the high school.

Additionally, one of the scouts requested that this project become his Eagle Scout project. Adam Keefer was granted permission by BSA. During the week of August 24, 1998 arrangements were made for the trees to be delivered and eight scouts/high school students to come onto the installation. Together, the students planted six Eastern White Pine and six Hemlock trees in the area across from the installation firing range. In addition, two American Beech, two Sugar Maple and two Sycamore trees were planted in the area beside the depot trout pond. Employees from the Roads & Grounds section and Environmental Office participated in this project.

## **Defense Distribution Depot Tobyhanna, Pennsylvania Names Employee of Year for 1998**



*Tom Carlucci, an employee at the Defense Distribution Depot Tobyhanna, Pennsylvania [DDTP], located at Tobyhanna Army Depot, earned DDTP's 1998 Employee of the Year award. U.S. Army Photo.*

**by Anthony J. Ricchiazzi  
Public Affairs Specialist**

Tom Carlucci, a materiel examiner and identifier with the Defense Distribution Depot Tobyhanna [DDTP], has earned DDTP's 1998 Employee of the Year award. Carlucci, a resident of Dunmore, has 22 years of federal service with Tobyhanna and DDTP, and three years of service with the 82nd Airborne Division. He examines materiel returned from the military services to determine what level of maintenance is required.

His supervisor, Charles J. Kalmanowicz, chief of the Inspection Branch, says Carlucci earned the award not only for his outstanding work, but for his volunteer spirit. "Tom is active in the Combined Federal Campaign, the Toby Tones [depot singing group], Open House and other Tobyhanna community functions," Kalmanowicz explained. "He is a person who goes the extra mile to help out in addition to his regular duties and never complains."

## William Henderson, Jr. Named Employee of the Quarter at DDRT

William Henderson, Jr., a Packer Supervisor at Defense Distribution Depot Red River, was recently selected "Employee of the Quarter" for the Defense Distribution Center (DDC). The award was made by DDRT Commander LTC Randall J. Bockenstedt in a ceremony at DDRT. William works in Stock Maintenance and Set Assembly Division at DDRT and has dedicated 22 years to the support of Red River Army Depot and DDRT.

During his career, Henderson worked in Hazardous Pack and Preservation and Packaging and is currently assigned to the Total Package Fielding (TPF) operation. In TPF, Henderson is responsible for accomplishing a variety of tasks before shipments can be released to the customer. These tasks include receiving, storing, packaging, inventorying and tracking materials by project codes, Department of Defense Activity Address Codes (DODAACs), and location-plus outloading vans for shipment. He continues to provide outstanding support to the customer by meeting or exceeding all required shipment delivery dates in the Total Package Fielding Section. On many occasions, shipping directives are received to pack and ship material via the fastest traceable means with very little advanced notice.

For example, on July 22, 1998, at approximately 1400 hours, TPF Section received an emergency request from TACOM (US Army Tank & Automotive Armament Command), in support of General Dynamics to have one range finder at Ft. Knox, KY, the next morning. Henderson coordinated and expedited the packaging, assuring the item reached

FED-EX in time to be shipped out by close of business, prompting Lawrence Drabik from General Dynamics to praise the support received from DDRT.

Under Henderson's supervision, during the first six months of 1998, TPF packed and shipped 3,655 containers and issued 10,443 items and received 10,251 items. This was accomplished with only six packers, through teamwork, and required the cooperation of subordinates, planners, Quality Control personnel. It also required interaction with the customer being served.

William Henderson is actively involved in his commu-

nity and is dedicated to his family. He has coached football for seven years, in addition to coaching youth basketball, and baseball teams. As if that were not enough, Henderson also umpires little league baseball games and officiates youth basketball. Henderson is a member of Trinity Baptist Church in Texarkana, Arkansas, and plans to coach the church soccer team this year. Coach Henderson is anxiously waiting this spring when he will get to coach his youngest son's tee-ball team. William Henderson's leadership is reflected in his work habits, cooperative attitude, and the response of those who work for him. Henderson believes that his function is to lead children and co-workers to their maximum level of achievement.



## Y2K, continued from Page 13

or active duty service members for Y2K operations. "We're not going to know the extent to which and how we should best support the civil sector until we go through some planning," Hamre said. "People shouldn't be anxious about that. We will be ready to support whatever has to happen, but we're not going to know the dimension of that yet for another couple of weeks. Nobody's going to lose their Christmas, I don't believe, worrying about that problem." Hamre said the U.S. telecommunications system is in good shape, as is the power grid. "Will we have spot outages? Probably," he said. "But we'll be able to handle them."

### For more information on Y2K issues, check out some of these sites:

<http://www.y2k.gov> - The President's Council on Y2K conversion

<http://www.y2k.gov/java/whatsnew1.html> - Y2K rumors explained

<http://www.year2000.com> - The Year 2000 information center

<http://www.y2k.gov/new/0107PRLS.htm> Toll free number to call 1-888-usa-4-y2k

<http://www.itpolicy.gsa.gov/> - Office of Information Technology, GSA

<http://www.y2k-status.org> - A comprehensive resource for year 2000 status

<http://www.y2kbase.com> - Independent database of Y2K compliance information for consumers

<http://www.sba.gov/y2k> - The Small Business Administration's home page for help to small businesses

<http://www.y2knewswire.com> - Daily report on Y2K issues

<http://www.senate.gov/~y2k> - Site of the U.S. Senate Special Committee on the Year 2000 problem -

<http://www.2k-ready.com> - A Y2K guide for the average person

<http://www.wild2k.com/index.html> - The best of the best Y2K

## Change of Command: LTC Kessler Assumes Command at Barstow, California

Lieutenant Colonel James A. Kessler, United States Marine Corps assumed command of Defense Distribution Depot Barstow, California (DDBC) in a ceremony held at the depot on April 28, 1999. Brigadier General Barbara Doornink, Commander, Defense Distribution Center, officiated at the ceremony. LTC Kessler's previous assignment was as OIC SMU, 1<sup>st</sup> Supply Battalion, 1<sup>st</sup> FSSG, from July 1996 to April 1999. During that time he also attended the Advanced Logistics Officer's Course.

He was commissioned in the US Marine Corps on June 14, 1980 and attended the Basic School in Quantico, VA and Ground Supply Officer's Course, Camp Johnson, NC from June 1980 to April 1981. He was the OIC, MSP Coordinator, 1<sup>st</sup> Supply Battalion, 1<sup>st</sup> FSSG, April 1981 to August 1983. LTC Kessler worked in Ops, Stock Control, DSSC, MCB Camp Butler, Okinawa, Japan, from August 1983 to June 1986. Subsequently, Lt. Col. Kessler was the OIC, FSMAO III, Okinawa, Japan, from July 1986 to August 1987. He attended the Amphibious Warfare School in Quantico, VA from September 1987 to June 1988. He was the Supply Officer at the 1<sup>st</sup> Tank Battalion, 1<sup>st</sup> Mar Div, Camp Pendleton, CA from June 1988 to June 1991. LTC Kessler was also an Inspector with the DoD Inspector General's Office from July 1991 to October 1993. He was the Aide de Camp to Chairman, Joint Chiefs of Staff, from October 1993 to June 1995. He attended the Marine Corps Command and Staff College from June 1995 to June 1996.

LTC Kessler earned a bachelor's degree in History from

University of Washington, Seattle, WA. He also holds a master's degree in Systems Management from the University of Southern California, Los Angeles, CA and a master's degree in Military Studies from the Marine Corps University in Quantico, VA.

LTC Kessler has distinguished himself through a variety of awards and decorations including the Defense Meritorious Service Medal with Oak Leaf Cluster, Navy and Marine Corps Commendation Medal, Navy and Marine Corps Achievement Medal, Combat Action Ribbon, Joint Meritorious Unit Award with Oak Leaf Cluster, Navy Unit Commendation, Meritorious Unit Commendation with Star in lieu of 2<sup>nd</sup> Award, National Defense Service Medal, Southwest Asia Service Medal with two Stars, Kuwait Liberation Medal – Saudia Arabia, Kuwait Liberation Medal – Kuwait, and the Sea Service Deployment Ribbon.



*Clockwise from top left: LTC James A. Kessler, USMC, Commander, DDBC; BG Barbara Doornink, USA, DDC Commander and LTC Kessler; Mr. Joseph Beauford, President, AFGE Local 1482, Marine Corps Logistics Base, Barstow, CA.*

## Additions to the DDC Distribution Network: Depots at Pearl Harbor and Japan

The partnership between the Navy Supply Systems Command and the Defense Logistics Agency became even stronger in April with the establishment of depots in Yokosuka, Japan and Pearl Harbor, Hawaii. The two new depots were part of the Navy's Fleet and Industrial Supply Centers located at both locations. These depots will improve support to the Pacific customer, provide great opportunities for improving overall DoD stock positioning in the Pacific, and reduce costs.

Despite the changes FISC and DLA employees have seen and will encounter in the years to come - there will be one constant - the extreme commitment both services have for unparalleled "Service to the Fleet." In addition, employees in Hawaii and Japan are expanding that commitment to all the military services as the joint DoD environment flourishes.

On April 1, 1999, the Defense Distribution Depot Yokosuka, Japan (DDYJ) became the 23rd DDC depot, including three work sites:



Yokosuka, Yokohama, and Sasebo. The DDYJ work force includes 384 Master Labor Contract employees, 32 civilians, and 29 military.

DDYJ has a rich Navy history. The Supply Department of Fleet Activities Yokosuka was created when the US Navy assumed control of Yokosuka Naval Base on August 30, 1945. It provided full support to both fleet and shore based activities until the onset of the Korean War, when increased logistical demands led to the commissioning of the Naval Supply Depot in August 1952. NSD grew, becoming a major supply activity employing 3,000 Japanese Nationals and 1,500 Contract employees during the Korean and Viet Nam conflicts. Today, they employ 154 military, 117 civilians, and 1,200 Japanese National employees. In March 1993, the name changed from US Naval Supply Depot to the US Fleet and Industrial Supply Center (FISC) in recognition of the continually evolving mission. The FISC provides a wide range of logistical support functions to forward deployed afloat and ashore commands and activities throughout the western Pa-

*Clockwise from top right: BG Barbara Doornink, DDC Commander, CAPT Ripperton, SC, USN, FISC Commander and CDR VanCleave, DDYJ Commander look on as DDC Flag is presented; Hiroshi Yoshimaga (Sasebo, Japan) shows off his DDC T-shirt; BG Doornink, CAPT Ripperton, CDR VanCleave and LCDR W. Kyle Fauntleroy, FISC Chaplain salute the presentation of the colors; CDR VanCleave addresses the crowd at the assumption of command ceremony.*



cific, Indian Ocean and the Persian Gulf.

The next historic chapter begins with the distribution functions transferring to the Defense Logistics Agency and the establishment of DDYJ as the 23 d depot. Commander William Van Cleave, Supply Corps, US Navy became the first commander of DDYJ. He previously served as the Director, Physical Distribution Department, U.S. Fleet and Industrial Supply Center, Yokosuka, Japan.

On April 7, 1999, the Defense Distribution Depot Pearl Harbor, Hawaii (DDPH) became the 24th DDC depot. DDPH is located on the Hawaiian Island of Oahu. The outdoor ceremony overlooked the Arizona Memorial and the USS Missouri (pictured).

DDPH was established with 101 civilian and 7 military employees. DDPH supports 35 major Industrial/Shore Commands and 35 homeported ships. The Navy's Fleet and Industrial Supply Center at Pearl Harbor also was born during World War II. Its mission then, as it is now, was to provide supply support to afloat and ashore activities throughout the Pacific. It's beginning was modest and unpromising. Crisscrossed by narrow bumpy trails and lonely coral roads, the Center was little more than a steaming swamp-land. Even the most optimistic onlooker would have never guessed that Admiral Chester Nimitz would one day refer to FISC as "the secret weapon of the Pacific." As the war in the Pacific intensified, life at the Center moved at a frenzied pace. Twenty-four hours a day, forklifts crawled up and down the piers. Weary dockworkers hoisted pallet after pallet of war material into the holds of battered ships. From bombs to bullets, butter and black oil - anything that the forces on the front needed, FISC provided. At the war's peak, over 6,600 men and women were employed at the Center. Today, the war is long over, and the Supply Center, despite its rocky beginning nearly 56 years ago, has become the most important "logistics supply focal point" in the mid-Pacific. The swampland on which the Center was born is worth more than \$1 billion and FISC's Red Hill Underground Fuel Storage Facility, the largest in the free world, is designated a National Historical Civil Engineering Landmark.



*Clockwise from top right: The DDC Flag is unfurled; CAPT Gigette Caldwell, SC, USN, FISC Commander, BG Doornink and CDR Omechevarria cut the cake celebrating the establishment of DDPH; BG Barbara Doornink passes the flag to CDR George Omechevarria, SC, USN, DDPH Commander;*

Commander George L. Omechevarria, Supply Corps, US Navy became DDPH's first commander. He was most recently assigned as the Regional Contracting Director of the Fleet and Industrial Supply Center, Pearl Harbor, Hawaii.

You can find the complete biographies for the new Commanders on the DDC Web Page at [www.ddc.dla.mil](http://www.ddc.dla.mil).

The successful transitions to DDC would not have occurred without the great team work of the two transition teams and the Project Manager, Colonel John Edenfield, USAF. The DDPH Team Lead was Janet Cravener. Denise Rominger was the DDYJ Team Lead.



*The view from the DDC Depot Pearl Harbor, of the USS Missouri (BB-63), "The World's Most Historic Battleship." The "Mo" was launched in 1944 and provided gunfire support in the battles of Iwo Jima and Okinawa during World War II. Called into service again during the Korean Conflict. Decommissioned in the 1950s, the "Mo" was recommissioned in 1986, was sent to the Persian Gulf in the 1987 and was deployed to the Persian Gulf War in 1991, where she participated in Tomahawk strike missions and land bombardments. The "Mo" was decommissioned a final time in 1992 and taken off the ships register in 1995. Today she is a memorial museum.*



*In contrast is the view of the DDC Depot in Yokosuka, Japan, one of high industrial activity. The Defense Distribution Center officially activated the Defense Distribution Depot Yokosuka, Japan (DDYJ) on April 1, 1999. DDYJ will perform and expand on all the physical distribution functions previously performed by the Naval Supply Systems Command's (NAVSUP) U.S. Fleet and Industrial Supply Center in Yokosuka after it was determined that the Defense Logistics Agency could reduce storage and transportation costs, decrease inventory costs while expanding the customer base to include other DLA customers.*