



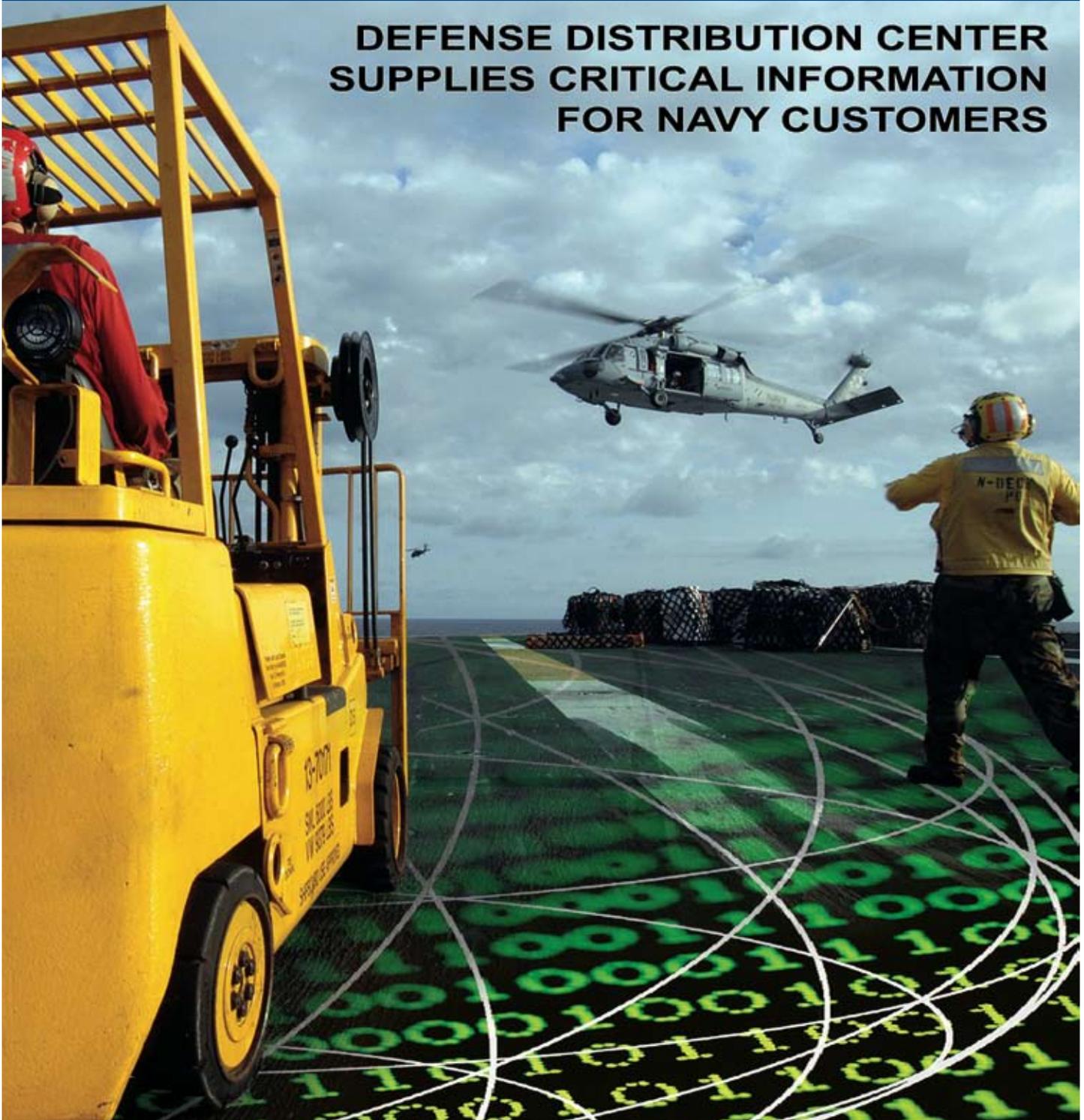
# DDC *Review*

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Defense Distribution Center, New Cumberland, PA

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## DEFENSE DISTRIBUTION CENTER SUPPLIES CRITICAL INFORMATION FOR NAVY CUSTOMERS



## On the cover:

**A support team from the Defense Distribution Center traveled to Bahrain in March to implement a new system designed to increase asset visibility and automate the distribution process for supplies sent to the aircraft carrier USS Harry S. Truman. (Photo composed of U.S. Navy and Defense Distribution Center imagery)**

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# DDC Review

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# DDC Commander's Column

By BG Lynn Collyar, United States Army

This year has gotten off to an exciting start as DDC continues to be on the leading edge of initiatives to support the men and women of America's military. As an organization, we have continued to make changes to the way we do business in an effort to constantly improve the support we provide.

In March, we conducted a pilot of the USS Harry S. Truman Beach Detachment Materiel Processing Center in Bahrain. This pilot demonstrated that we can provide distribution services to the Navy wherever Navy assets are stationed around the world. It's just another effort we're making to achieve our new vision – "To be the single distribution services provider for DoD ... anywhere in the world, under any condition."

When you read this, the Deployable Distribution Center will have just wrapped up operations in Okinawa, Japan, where it was the subject of a Joint Military Utility Assessment. The personnel of the Deployable Distribution Center are continuing to build on the outstanding reputation they established in an assessment conducted in Korea last year. While in Okinawa, they have helped to establish a permanent Theater Consolidation and Shipping Point (TCSP) that extends our capabilities closer to our Marine Customers who were so impressed with our distribution center operations and TCSP capability at other sites that they asked for one to be established in Okinawa.

We are also continuing to implement the Joint Regional Inventory Materiel Management (JRIMM) program in Hawaii. This program consolidates DDC inventory on the island, shortens customer wait time, and minimizes transportation costs by reducing the number of times items transfer between organizations in the supply chain. This initiative is likely to spread to other regions, so the work you are doing to implement JRIMM now will pay even greater dividends down the road.

The Defense Transportation Coordination Initiative is another program that continues to move forward, improving the way we do business. Many of our distribution centers will implement DTCI in the coming months. This initiative will be beneficial for both DDC and for our customers by providing a



single, one-touch transportation provider for many DoD shipments. In addition to consolidating loads and providing better planning and routing services, DTCI simplifies the process of researching the status of shipments en route to the Warfighter.

We also continue to develop our partnerships with the Services so we can explore more options for increasing our support. They rely on DDC to ensure their readiness and to help them execute their missions effectively. All of you play a key part in that process. Each day, you are actively answering LTG Dail's call to extend the Defense Logistics Agency enterprise closer to the front lines.

The year may still be young, but you already have many noteworthy accomplishments under your belts for 2008! Keep up the outstanding work!

As we continue to move forward, striving to be that single distribution services provider for DoD, effective leadership will be vital – leadership at all levels. I strongly believe that we are all leaders. At one time or another, we are all called upon to unite a group around a common purpose. As those instances arise for you, remember how important your mission is. Without you, America's military would not be the dominant global force it is today.

In an effort to ensure effective leadership at the headquarters level, DDC proudly welcomes two new senior leaders to the organization in 2008. DDC's Deputy Commander, Ms. Twila Gonzales, SES, left in March to take over the Defense Reutilization and Marketing Service (DRMS). Mr. Paul Peters, SES, the former director of DRMS, arrived at DDC as the new deputy commander. He has served in numerous capacities at many levels of the federal government and he will be a true asset to DDC.

We have also learned that BGen Peter Talleri, U.S. Marine Corps, will be DDC's new Commander. We plan to change command in June. He is presently the Commander of the 3rd Marine Logistics Group at Camp Pendleton, Calif. He recently returned from Iraq and brings a wealth of knowledge with him.

Both BGen Talleri and Mr. Peters will be instrumental in perpetuating DDC's reputation for world-class Warfighter support – navigating DDC in the direction of continued success.



**5** Adding In-Transit Visibility



**8** The Key Ingredient



**28** Add-on-Armor Success

# Expanded version of DSS enhances

By Jessica Walter, APR, DDC Public Affairs

Members of a Defense Distribution Center support team returned from Bahrain March 14 after implementing a system designed to increase global asset visibility and automate the distribution process for supplies sent to the aircraft carrier USS Harry S. Truman.

According to project manager Rob Mears of DDC's Navy operations support team, the pilot, scheduled to continue through spring, will assess the benefits of using a specialized version of DDC's distribution and warehouse management system in a fast-paced Navy beach detachment replenishment environment.

The DDC team worked alongside the Truman's beach detachment crewmembers in Bahrain to install technology that allows near real time visibility of the cargo as it is checked in at the military air terminal.

Before the DDC team arrived, the Truman's beach detachment members were manually transcribing requisition numbers as cargo arrived then entering the data into a spreadsheet and sending it to the people who needed the information by e-mail.

"With our system, Navy beach detachment personnel can simply scan the barcodes on items as they arrive for processing and the detailed requisition data from those barcodes will go directly into DSS," explained Mears.

DSS is the Distribution Standard System – the same distribution and warehouse management tool used across DDC's global network of distribution centers.

"After talking with the Navy about what information they need and how they use it, we were able to modify some of the input features in DSS to streamline the process to better support their

needs and also allow them greater visibility of their supplies as they travel through the supply chain," Mears said.

Debbie Norman of the Naval Supply Systems Command said the system has been helpful to the Navy. "DSS allows us to capture additional ITV [in-transit visibility] date stamps in last mile operations."

According to Navy Cmdr. Mike Hansen, a joint logistics and planning officer for DDC, that data from DSS is available over a secure Web site. He says this can be very beneficial for Navy customers because they can see what they have and where it is.

"Knowing the status of supplies in transit is central for effective decision-making," said Hansen, "and as long as they have Internet access and the proper information security mechanisms, the personnel aboard the ship can watch as items are processed on the floor, increasing the speed of the information flow."

The Navy considers the greater availability of data to be a key advantage. "DSS Web access provides the Navy with broader use of DSS at lower costs," commended Norman.

During the pilot, the DDC team helped process more than 16 air pallets of freight as well as other items arriving from commercial small parcel carriers. Some of the items the team processed included replacement parts for jet engines, electronics, and other sustainment items.

"Supplying a ship carrying 5,500 people with an operating airport is more than a significant undertaking. It requires the well managed, highly visible, unimpeded flow of sustainment materials," described Hansen. "This flow must be reliable, on-



Members of the Defense Distribution Center's Navy operations support team provide training on the use of barcode scanners while testing an enhanced version of DDC's warehouse system with the USS Harry S. Truman's beach detachment in Bahrain in March. From left to right, DDC's Rob Mears, Deborah Norman of the Naval Supply Systems Command, DDC's Dave Olenick, and Navy Storekeeper Chief Aldith Gray of the USS Harry S. Truman's beach detachment.



Navy Cmdr. Mike Hansen, a joint logistics and planning officer for the Defense Distribution Center, works with Navy Storekeeper Chief Aldith Gray of the USS Harry S. Truman's Bahrain beach detachment to process pallets of supplies using an enhanced version of DDC's warehouse management system in March.

# in-transit visibility for USS Truman

time, and its status made available as soon as possible.”

Members of the DDC support team were very pleased with the results of the pilot’s initial phase and are continuing to work with the Navy to refine and identify future uses of the expanded DSS capability. “This pilot was central to helping us see how we can continue to modify our system so it can be effective at other Navy beach detachment locations overseas,” said Mears.

He added, “The pilot in Bahrain also showed us that we can deploy DSS in virtually any location around the world.”

World-wide function is a critical capability for the DSS system as DDC continues striving to become the single distribution services provider for the Department of Defense anywhere in the world and under any condition.

“Our customers deserve the best we can offer and DSS and our global DLA [Defense Logistics Agency] network plays an essential role,” said Joe Cassel, Director of the Defense Logistics Agency’s Information Operations Division in New Cumberland, Pa., that supports DDC.

“DDC has demonstrated the significant flexibility of DSS to support Navy logistics operations big and small. Further, this USS Truman pilot project in particular has given us great insight into how best to design global IT [information technology] support for forward-deployed sailors and Marines in the future,” he added.

DDC has already deployed the enhanced version of DSS at each of DDC’s distribution centers serving Navy customers, providing distribution support to more than 150 Navy ships.

The next step, according to Mears, is to install the system at

Navy-operated Material Processing Centers. “Our Information Technology division will identify an equipment package that includes everything they need to run DSS at those locations,” said Mears.

The kit includes hand-held scanners, radio frequency technology, computers, printers and other equipment. Mears also said that training will be provided to Navy personnel who will be using the system.

DDC Navy operations support team leader Dave Olenick says his group’s work is far from done. Olenick, along with Mears, is also working with the Navy to research other potential uses for the system.

“Our Navy customers operate in a unique environment,” Olenick said. “In some cases, you only have a day or two – or sometimes just a couple of hours – to resupply a ship, so we need to do whatever we can to reduce the number of steps in the distribution process.”

He added, “We’re looking at any changes that could help the Navy in these types of situations that require rapid turnover,” he explained.

The successful development and implementation of the expanded version of DSS, according to Olenick, was a product of collaboration among experts at many organizations including the Navy Supply Information Systems Activity, the Naval Supply Systems Command, the Navy’s Commander of Fleet Industrial Supply Centers and associated component sites, the Defense Logistics Agency Information Technology offices in New Cumberland, Pa., and Ogden, Utah, as well as Defense Distribution Center headquarters.



*A pilot conducted in March by the Defense Distribution Center used an enhanced version of DDC’s distribution and warehouse management system to give Navy customers greater visibility of supplies making their way to the aircraft carrier USS Harry S. Truman. (U.S. Navy photo)*



*Pictured above is a cargo sorting and staging area at Defense Distribution Depot Norfolk, Va., where an expanded version of the Defense Distribution Center’s distribution and warehouse management system is used to streamline the distribution process. The new system has been deployed to all DDC sites serving Navy customers.*

# Inventory management program improves distribution efficiency

*By Scott Woosley, DDC Public Affairs*

A new program being implemented at Defense Distribution Depot Pearl Harbor, Hawaii, is helping the Defense Distribution Center improve the services it provides to its customers—America’s war fighters.

The Joint Regional Inventory Materiel Management program, or JRIMM, has three goals. The first is to minimize the logistics infrastructure in a geographic region by consolidating materiel managed by the Defense Logistics Agency, thus reducing intermediary “touches” of the materiel while it is en route to the customer.

The other two goals are to reduce transportation costs and shorten customer wait time.

“If we reduce the number of times the materiel is handled on its way to the customer, we can realize savings in a number of areas,” said Laura Fritz who managed DDC’s JRIMM program until March when she moved to another organization.

Consolidating the materiel and reducing or eliminating retail stocks means lower costs for storage. This will also help drive down transportation costs, according to Fritz, because establishing a centralized distribution point means fewer trucks are required to deliver the materiel as intermediate storage sites are eliminated.

Phase I of the implementation process began in October 2007. During that first phase, the materiel affected was transferred to DLA, but the military services retained ownership. During Phase II, which began in January 2008, DLA assumed ownership of the materiel that was transferred.

“Eventually, the idea is for DLA to own all of the materiel in the region, establishing one sourcing organization for all the services,” Fritz explained. “That consolidates the process into one streamlined chain.”

The Navy, Air Force and Army are participating in the program, and DDC did extensive coordination prior to implementation to ensure that each service would be able track its materiel.

The Air Force, for example, has a service-specific supply system, so a terminal for their system was established so that information could be entered into their system, ensuring Air Force logisticians could track their items.

The Navy and Army use the Distribution Standard System – the distribution and warehouse management tool used throughout DLA – to track most of their materiel, so their items were included with items DLA already owned.

The ultimate goal for JRIMM, according to Fritz, is to reduce the amount of time DLA’s war-fighting customers have to wait for the items they order.



# *DTCI changes to be minimal for distribution workers, customers*

*By Jessica Walter, APR, DDC Public Affairs*

In a presentation to Defense Distribution Center headquarters employees earlier this year, Dave Nicola of DDC's Transition Team reported that changes resulting from the new Defense Transportation Coordination Initiative will have minimal impact to distribution process workers at DDC sites as well as DDC's military customers.

"A noticeable change is that the [DDC distribution] site's transportation coordinator wouldn't schedule the carrier, it would be scheduled by Menlo," explained Nicola.

Menlo Worldwide Government Services of San Mateo, Calif., was awarded the DTCI contract by the U.S. Transportation Command in August 2007.

Under DTCI, Menlo will become the single one-touch transportation provider for many Department of Defense shipments including supplies, equipment and personnel.

Using load consolidation, shipment planning, cross docking operations, routing services and other methods, DTCI is expected to improve efficiency, reliability and predictability of shipments across DOD.

For transportation planners and customer support personnel across DDC's network of distribution centers, DTCI will simplify the process of researching the status of shipments en route to DDC's military customers.

"If you're tracking a shipment, instead of calling the carrier that picked it up, you would call Menlo or track the shipment on Menlo's website," said Jan James, DDC's contracting officer's representative for DTCI.

Transportation contracts currently in place will be phased out over time, Nicola said. The schedule for DDC's dedicated truck program that ships routine deliveries to stateside military bases will not change, he added.

For workers on the distribution floor, Nicola explained, the specifications for packing and shipment may change, but the information will be listed in DDC's distribution and warehouse management tool, the Distribution Standard System.

According to James, Menlo will be responsible for choosing the mode of transportation – including air, truckload, less-than-truckload, roller bed, or dedicated truck. Menlo will select the carrier and the mode based on the origins, destinations and space available for the freight requests all across the network.

DTCI will be rolled out in three phases, with DDC's 18 stateside distribution centers coming under DTCI in the first phase that began in March. The next phases incorporate additional Department of Defense shippers. Full implementation is expected in late 2009 and could potentially include up to 260 shipping locations.



*The Defense Transportation Coordination Initiative provides a centralized approach to Department of Defense freight movements in the continental United States by establishing a single transportation coordination.*

## New program helps acquisition process run smoothly

By Scott Woosley, DDC Public Affairs

Acquiring services and supplies is a daily function for government employees. While acquiring services and supplies seems simple enough on the surface, the process is actually quite complex within the government because of the regulations involved.

“Government acquisitions are covered by a number of large and complex regulations that civilian corporations do not have to use when competing their requirements,” said Renee Cairo-Iocco, deputy director for Acquisition Operations at Defense Distribution Center headquarters in New Cumberland, Pa. “The process can be daunting for those that are unfamiliar with those regulations.”

The Acquisitions Operations Directorate at DDC headquarters has implemented a new program to help smooth out and improve the process for all concerned at DDC headquarters as well as at its 26 distribution centers.

When someone in the organization determines a need for a service or item, their part in the process is more than simply saying, “I need this.” The specifications need to be spelled out in detail, according to Cairo-Iocco.

“The people who need the items or services are the technical experts,” Cairo-Iocco said. “They need to ‘define’ the requirement to ensure that contracting personnel buy the right supply or service.”

If someone needs pallet straps, for example, Cairo-Iocco’s office needs to know more than just, “We need pallet straps.” The acquisitions staff needs to know how long the straps need to be, how wide they need to be, what their load requirements are, and more. All the information needs to be included in the acquisition packages that are submitted to the office. The problem the office frequently encounters is that many of the people who want a particular supply or service prefer to leave the job

of determining specific qualities of the supply or service to the acquisition office. Not only is that outside of the scope of the acquisition office’s function, it’s also specifically prohibited by regulation.

“We cannot make technical determinations for our customers or define their requirement,” Cairo-Iocco said. “The person or organization making the request must specify those things.”

According to Cairo-Iocco, it’s simply a matter of educating the workforce about the acquisition process. She understands that many people are busy already or don’t have extensive training on how to complete the front end of the process, so she and her team have developed a new program to help.

Nancye Deem, who also works in the acquisition office, is the program manager for the Acquisition Assistance Program

which is intended to provide a solution. Under the new program, when someone within the command is tasked with purchasing an item or service, they can call Deem for help.

“When they call our office, they will get someone with expertise in the acquisition process who will guide them through it,” Deem said.

Each caller is then paired up with a person who will walk them through the entire process from end to end. According to Deem, the idea is to provide a single point of contact to ensure continuity through the process.

“When someone has a question, they will have a specific person to call to get the answer they need,” Deem explained.

The program doesn’t consist of call support alone, though. Members of the acquisition team will also travel to each

## Teamwork leads to success in the UGR mission



*William Rivera, foreground, an employee at Defense Distribution Depot San Joaquin, Calif., packages Unitized Group Rations, or UGRs, on the assembly line at DDJC. Rivera and other employees at DDJC volunteered to help package additional UGRs during a recent surge.*

By Annette Silva, DDJC Public Affairs

Teamwork was the key ingredient for the success of the Unitized Group Rations, or UGRs, mission at Defense Distribution Depot San Joaquin, Calif., earlier this year.

Faced with a recent surge in requirements for the UGRs, employees from all over the distribution center stepped up to help the group fulfill their mission requirements.

From October 2007 to February 2008, UGR requirements jumped by more than 630,000 meals. This was in addition to regular requirements for the UGR “Heat

of the distribution centers in the coming months to train key people at each location about the acquisition process.

“This is the education part of the program,” Deem said. “We will go to each of our distribution centers and present a briefing to the individuals who are tasked with putting together acquisition packages.”

The training presentation explains what the acquisition office can do in addition to explaining what the role of each participant is.

While the acquisition office cannot provide specific technical information, they can make sure the person submitting the request knows what information needs to be included in the package.

“Ultimately, this will improve the service we provide,” said Deem. “The more complete the packages are, the better we are able to ensure everyone gets exactly what they need when they need it.”

& Serve” meals that contain ready-to-eat entrees and the UGR-B ration meals that include ingredients to prepare meals.

An additional 50 team members were temporarily assigned to the UGR mission to help build and ship the meals. The personnel came from the Stock Positioning, Retrograde and Deployable Distribution Center teams.

“I really appreciate all the individual and team efforts in getting the UGRs on track,” said Army Col. David Rodriguez, DDJC’s commander.

The surge gave a diverse group of employees the chance to help out another critical area in DDJC’s support to the U.S. war fighter.

Freddy Clary, the weekend coordinator for distribution center operations, helped out during the surge. “My main reason for volunteering was to serve the war fighter,” said Clary. “It also gave me the chance to work in an area that I had not worked in before and to be able to work along side veteran and new employees.”

## DDJC takes on new generator storage mission

*By Annette Silva, DDJC Public Affairs*

Defense Distribution Depot San Joaquin, Calif., located in Tracy, Calif., was recently tasked with a new mission – storing mobile electric power generators. The first shipment arrived Jan. 31.

Previously, the generator mission belonged to Defense Distribution Depot Tobyhanna, Pa., which had housed generator assets from PM Mobile Electric Power for the past 10 years.

The Tobyhanna distribution center was originally chosen to house the generators because they were co-located with Tobyhanna Army Depot which has a large Power Unit/Power Plant Assembly mission.

Through the years, Tobyhanna Army Depot’s assembly program decreased while the increase in production of generators remained constant. As a result, DDJC and

Defense Distribution Depot Albany, Ga., are partnering with DDTP to provide additional support.

Only generators necessary to sustain major end items will be stored at DDTP since its primary purpose is to provide support to their co-located maintenance activity – Tobyhanna Army Depot.

“This re-distribution project will allow us (DDTP) to continue to reduce excess dormant stock holdings while reducing the storage footprint in concert with the BRAC 2005 supply, storage and distribution determination,” said John Heuberger, DDTP’s deputy commander. “It also allows the (Defense Distribution Center) to position stock for worldwide distribution to better support the war fighter.”

The initial supply of generators to be shipped to DDJC will total 1,000 and will increase to 3,000 in the future and with a steady flow from vendors.



*Pictured are some of the generators that Defense Distribution Depot San Joaquin, Calif., will store. The generators were originally stored at Defense Distribution Depot Tobyhanna, Pa., but changing requirements led to the move.*

## NSPS training answers employees' questions

By Jessica Walter, APR, DDC Public Affairs

As Defense Distribution Center employees prepared for the transition to a new performance-based personnel system earlier this year, a two-day course helped to promote understanding of how they will be affected.

About 517 DDC employees transitioned to the National Security Personnel System, or NSPS, in February.

The intent of NSPS is to ensure Department of Defense jobs are filled by qualified personnel and to offer flexibility for employers to develop and retain the best qualified workforce.

The training sessions, held November through January, gave employees an opportunity to find answers to questions about performance assessments, job objectives and reward methods.

In one class, nearly all participants had been employed by the federal government for more than 20 years, and this is the first major change to the personnel system during that time.

The most noticeable change, and the cornerstone of the new system, is the routine feedback between supervisors and employees, says Dr. Thom Bettinger who leads DDC's transition management efforts related to NSPS.

"Under a pay-for-performance system like NSPS, it is imperative that supervisors and employees are engaged in discussions regarding expectations and priorities," said Bettinger.

The new system consists of five phases: plan, monitor, develop, rate, and reward.

In the planning phase, supervisors work with employees to identify expectations that are aligned with the organization's mission. Those expectations are then translated into measurable job objectives that describe

what the employee is expected to achieve.

The second phase is monitoring and it includes feedback between supervisors and employees regarding progress toward achieving job objectives.

The development phase allows employees to improve their performance by seeking opportunities to build upon their skills.

During the rating phase, supervisors assess employees' performance relative to success in reaching job objectives and provide written recommendations for payout distribution from the pay pool.

In the final phase, the pay pool panel reviews recommendations to ensure fairness and approves the ratings and payouts.

Many of the employees attending the training course were pleased by

the level of involvement they will have in the process which will include an opportunity for employees to write a self assessment of their performance.

"NSPS helps to remove some of the subjectivity from the performance appraisal process," said Annie Gensler of DDC's Systems branch.

Darlene Ferrante, DDC's human resources account manager, of the Defense Logistics Agency's Human Resource Center in New Cumberland, Pa., says it's important for employees to remember how crucial self assessments are in the appraisal process.

"This is your opportunity to provide additional information for the evaluation of your performance," Ferrante emphasized.

Ferrante cautions employees not to be hasty in completing a self assessment. "Take your

### Helpful NSPS Websites

**DOD Civilian Personnel Management Service**  
[www.cpms.osd.mil/nsps](http://www.cpms.osd.mil/nsps)

- Frequently Asked Questions
- Conversion Calculator
- iSuccess training course for writing job objectives and self assessments

**DLA Human Resources**  
[www.hr.dla.mil](http://www.hr.dla.mil)  
(click on NSPS in top right corner)

- Link to MyBiz/My Workplace (to build Performance Appraisal Applications)
- NSPS Newsletters

time and really think about your accomplishments and how they connect to your organization's overall mission."

She suggests collecting records of success throughout the year – items that demonstrate your ability to complete job objectives, the challenges you may have faced, and how you overcame the challenges.

Some attending the course, however, say they will need to get more comfortable with the idea of highlighting their successes.

"I believe documenting performance is the hardest part," said Gensler.

"We don't usually record our successes because it's just what we're expected to do," said Lois Gabela, formerly of DDC, who now leads DLA's Base Realignment and Closure retail integration project for DLA Information Operations, or J-6. "We don't think of it as something you talk about."

For many, the class also demystified the pay pool process.

"Pay pools are comprised of supervisors who review employee evaluations to make sure the same standards for evaluating performance are applied," explained Ferrante. "They also ensure that payouts are consistent with the performance ratings."

"The pay pool serves a critical purpose in ensuring a higher level review takes place to preserve fairness and equity," added Bettinger.

DDC will conduct a mock pay pool in May to test the process and identify any areas for improvement.

Ferrante and other members of DLA's human resources centers have been attending lessons-learned sessions with other agencies to find the best ways to complete the transition.

"This requires a shift in thinking by most employees, but, in the long run, I think it will prove beneficial for both employees and the organization overall," said Ferrante.

## Glossary of NSPS Terms

**Appraisal** - The review and evaluation of an employee's performance.

**Appraisal Period** - The period of time established under a performance management system for reviewing employee performance. (Under NSPS, the performance rating cycle is typically Oct. 1 through Sept. 30.)

**Base Salary** - An employee's pay before any deductions and exclusive of additional pay of any kind.

**Bonus** - An element of the performance payout that consists of a one-time lump-sum payment made to employees. It is not part of base pay.

**Competencies** - The measurable or observable knowledge, skills, abilities, behaviors, and other characteristics that an individual needs to perform a particular job or job function successfully.

**Job Objectives** - An expression of performance expectations in the performance plan that are linked to the organization's goal(s) and mission(s). Job objectives are used to communicate major individual, team, and organizational responsibilities, contributions, and the related outcomes expected of you during the appraisal process.

**Pay Pool** - The organizational element/units or other categories of employees that are combined for the purpose of determining performance payouts. Each employee is in only one pay pool at a time. Pay pool also means the amount designated for performance payouts to employees covered by a pay pool.

**Pay Pool Manager** - The individual designated to manage the pay pool, resolve discrepancies, and ensure consistency; acts as the approving official for ratings, shares, and pay out distribution.

**Pay Pool Panel** - Usually senior management officials, including the pay pool manager, of the organizations or functions represented in the pay pool that assist the pay pool manager in the exercise of his or her responsibilities.

**Pay Schedule** - A set of related pay bands for a specified category of employees within a career group.

**Performance Indicators** - The general descriptions of levels or thresholds of your performance used to measure, evaluate, and score the achievement of your objective(s). The performance indicators are developed by the Department of Defense and are provided at Level 3 and Level 5 for each pay schedule and pay band.

**Performance Share** - A unit of performance payout awarded to an employee based on performance. Performance shares may be awarded in multiples commensurate with the employee's performance and contribution rating level.

**Promotion** - The movement of an employee from one pay band to a higher pay band on a permanent basis.

**NSPS** - National Security Personnel System. The human resource management system established under 5 U.S.C. 9902(a). It does not include the labor relations system established under 5 U.S.C. 9902(m).

## New corporate interns look forward to making

By Jessica Walter, APR, DDC Public Affairs

Sixteen Defense Distribution Center employees were sworn in earlier this year, beginning their careers in the Defense Logistics Agency's Career Intern Program.

The two-year program is designed to train entry-level employees for advancement in various DLA career fields including supply, information technology, contracting, property disposal, accounting, environmental, and quality assurance. Many members of DDC's current group of interns will enter the traffic management and supply fields.

As nearly half of the Defense Logistics Agency's workforce nears retirement over the next few years, the intern program provides an opportunity to have a trained and ready workforce in place during the transition.

The group finds the program to be beneficial for trying out prospective positions. "We're getting an overview of the entire organization and learning which department we would work better in or have an interest in," said Shala Pulgar.

"I'm looking forward to learning and absorbing as much information as I can in order to be the best," added Jennifer McCormack.



From left to right, Ahndrea Schmick, Elena Alvarez, Terrance Trottie, and Robert Garrettson.

Most of all, the group is looking forward to working in the distribution centers in order to gain a better understanding of how they can assist the sites in achieving their mission to serve the war fighter.

"Everything starts in the warehouse – it's the foundation," said Terrance Trottie. "If we're going to be effective at the headquarters level, we need to know how things work there and everywhere in between."

Service to the war fighter was what attracted most of the interns to the program. Pulgar, whose sister is a Navy lieutenant commander serving in Iraq, said, "I'm proud of her and all of our armed forces and what they do, and I'm honored and excited to do my part in serving our great country."

Some of the interns have been on the receiving end of DLA's services while serving in the military, so they know what it's like on the other end of the supply chain and they're happy to have a chance to make a difference.

"I'm glad to have the opportunity to support the mission from a support position," said Trottie who served as a supply clerk in the Army.

The backgrounds of each of the 16 new interns are quite unique. They hold bachelor's and master's degrees in varied disciplines ranging from business management, environmental science, and human resources to psychology, kinesiology, and criminal justice.

"Each person brings a key element to the table," said Scot Osborne. "We compliment each other."

Pulgar says she's glad the group is so diverse yet meshes well with each other



From left to right, Bryant Siegfried, Nate Morgan, and Rafael Gonzales.

## *difference, tackling challenges*



*From left to right, William Simpson, Jennifer McCormack, and Jennifer Ream.*

and with the rest of the workforce. “I think it’s a good example of what’s going to happen in the future.”

DDC has provided a very welcoming environment, they say. “Everyone is so encouraging, and they’re excited about us being here,” said William Simpson.

“This is the first place I’ve worked where everyone has been so supportive and positive,” said Pulgar.

For Nate Morgan, the attitude of his co-workers has made a big difference. “If this place wasn’t so positive I don’t think I would have stuck with it.”



*Emily Moore, left, and Scot Osborne.*

Ahndrea Schmick was already working for DDC’s Transportation Division when she was accepted in to the intern program, but it was the people working with her

who influenced her to apply. “My mentors and co-workers inspired me through their dedication to support the war fighter to take a more active role in learning the operations of DDC.”

The interns say they have learned to rely on each other and are beginning to build a network that will last their entire careers.

“The team is stronger than the individual,” said Irvin Brown, formerly of DDC’s East Coast strategic distribution platform.

The next two years are full of challenges and possibilities for the interns. During the program, they will participate in rotational assignments, cross training, on-the-job assignments and formal training – learning something new every day.

They welcome the rapid pace of the training and embrace the change it brings. “You can’t get better without change,” said Moore.

“It’s a new adventure every day,” added Simpson.



*Shala Pulgar, left, and Irvin Brown. (Not pictured: Alonso Aguay-Oliveras and Aaron Nguyen)*

# Kyles delivers King's message of hope

Friend of Rev. Martin Luther King Jr. describes civil rights leader's last moments

By Jessica Walter, APR, DDC Public Affairs

The man who stood beside Rev. Martin Luther King Jr. when he was assassinated in 1968 delivered a stirring speech to the workforce of the Defense Distribution Center headquarters Jan. 17 in celebration of King's birthday.

Rev. Samuel "Billy" Kyles, the guest speaker for the event organized by DDC's Equal Employment Opportunity Office, repeatedly emphasized the importance of having dreams and aspirations.

"Dreamers – they're the ones who are not afraid to step outside the box," he said. "They're the ones who hear what others do not hear, see what others do not see, feel what others do not feel."

Kyles insisted we are all dreamers. Although we may sometimes lose sight of our dreams, each of us at some time has a dream to do something others think is impossible.

Citing examples of the skepticism encountered by inventors like Alexander Graham Bell and the Wright brothers, he explained how King's dream was foreign to most people.

He asked in an incredulous tone, "Believing that our children would be judged by the content of their character and not the color of their skin?"

He continued, "Dreaming that the sons and daughters of slaves and slave owners would sit down at the table of brotherhood?"

Despite naysayers, Kyle explained, King refused to give up on his dream.

"You must hold fast to your dream!" he shouted to the crowd.

As Kyles began to describe the last day of King's life, the crowd braced for what they knew would be an emotional

experience.

The night before he died, King had arrived in Memphis, Tenn., to lead a peaceful march in support of striking sanitation workers who were paid low wages and were required to suffer inhumane working conditions.

According to Kyles, King delivered a sermon at a local church in which he mentioned that he may not be able to see the situation through with the congregation. "It's as if he preached himself through the fear of death," Kyles described.

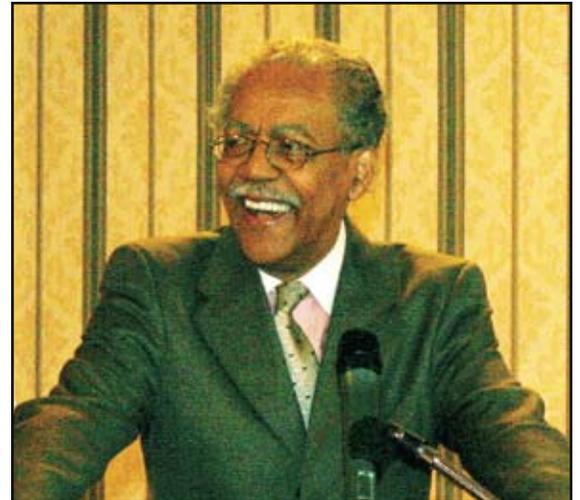
Kyles believed King somehow knew that his end was near. "He never thought he'd live to 40, and he died at 39," Kyles recalled.

The next day, Kyles went to King's hotel to pick him up for dinner. Kyles, along with King and Rev. Ralph Abernathy, spent time engaging in what Kyles described as "preacher talk" before they were beckoned to the balcony of King's room by a crowd of supporters gathered in the courtyard of the hotel. Rev. Jesse Jackson was among them, Kyles said.

Abernathy stayed in the room while Kyles walked with King toward the balcony. "I got about five steps and ka-pow!" Kyles exclaimed.

The shots had knocked King backward and he was lying on the floor. "There was blood everywhere," Kyles said softly.

Kyles described his attempts to save his friend. After he summoned police and asked them to send an ambulance, he tried to preserve the dignity of the man



*In a moving sermon, Rev. Samuel "Billy" Kyles sent chills through the audience as he recounted the last moments of the life of Rev. Martin Luther King Jr. and pleaded with the group to hold tight to their dreams during the Defense Distribution Center's celebration of King's birthday.*

whose life had changed the course of American history.

"I took the spread from the bed and covered him from the neck down. He never spoke a word," he said.

"I was doing what needed to be done, but I was not aware of doing it," said Kyles.

Four hours later, Kyles received the call he feared. The voice on the other end simply said, "We lost him."

As the crowd of DDC headquarters employees continued hanging on his every word, Kyles asked, "Why was I there at that moment?"

He answered, "Because crucifixions have to have witnesses."

He continued, "Martin King didn't die in some foolish way. He didn't overdose. He wasn't shot by a jealous lover. He wasn't shot leaving the scene of a crime.

"He was a man with a Ph.D. at 26 and the youngest Nobel Peace Prize recipient



*Defense Distribution Center Chief of Staff Army Col. Perry Knight presented Rev. Samuel "Billy" Kyles with a plaque in appreciation for his participation in DDC's celebration of Rev. Martin Luther King Jr. The event, which was held Jan. 17, was hosted by the Equal Employment Opportunity Office. Knight thanked Kyles for "opening a window of hope and inspiration" for those gathered.*

at 35 with orator's skills off the chart. And he was on the balcony of a hotel in Memphis, Tenn., helping garbage workers realize their dream," he said in a soothingly rhythmic tone.

Kyles said the shooters wanted to see what would happen to King's dream if he died.

With rising intensity and a staccato delivery that culminated with a shout, he replied, "I will admit that you can kill

the dreamer, but I will hastily add you cannot kill the dream. The dream is still alive!"

Kyles has been a long-time leader in the civil rights movement and has been pastor of the Monumental Baptist Church in Memphis, Tenn., since 1959. He is a founding member of the National Board of People United to Save Humanity and was appointed by President Clinton to serve on the advisory committee on

religious freedom. Kyles also worked on the presidential campaigns of Rev. Jesse Jackson in 1984 and 1988 and was a delegate to the First African National Congress. He received the Tennessee Living Legend Award in 1992.

The King celebration was hosted by the DDC Equal Employment Opportunity Office and coordinated by Columbus Dolberry, DDC's African American Employment program manager.

# DDC celebrates African American



*By Jessica Walter, APR, DDC Public Affairs*

Employees of the Defense Distribution Center headquarters gathered for a program in recognition of African American History Month Feb. 28.

The event was sponsored by the DDC Equal Employment Opportunity Office. DDC's African American Employment Program manager is Columbus Dolberry.

*DDC employees were invited to join members of Voices of Drums for traditional Afro-Cuban dances during the DDC African American History Month celebration Feb. 28.*



# History Month



*Ron Carter, an employee of the City of Philadelphia and founder of performance art and literary groups, gives the audience a brief overview of African American history from the perspective of Frederick Douglas during the DDC African American History Month celebration Feb. 28. Frederick Douglas was a leader in the movement that ended slavery in the United States.*



*Jim Douglas, left, of the Defense Logistics Agency enterprise support team servicing DDC was recognized by the event's emcee, Air Force Col. Arnie Flores of the Commander's Initiatives Group, for his participation in the celebration Feb. 28. Douglas sang "Wind beneath My Wings" and "Lift Every Voice and Sing" during the ceremony. Ron Carter and the members of his group, Voices of Drums, were also recognized.*

# Art helps define history for

By Scott Woosley, DDC Public Affairs

Art has historically helped define societies throughout time. From ancient Egyptians to Native Americans, pieces of art are often what archaeologists find and use to determine how those societies developed and interacted with each other.

“Women’s Art: Women’s Vision,” was the theme of Women’s History Month for 2008, which began March 1. The theme was chosen by the National Women’s History Project to bring to light the historical contributions women have made to society through their art. According to the NWHP Web site, the history of women and art is quintessential to women’s history. It is the story of amazing women’s accomplishments, acclaimed at the time, but written out of history.

“This year’s theme will bring light to the fact that, throughout history, female artists were often not recognized for their work,” said JoAnn Schopman of the Defense Distribution Center’s Equal Employment Office. “Historically, female artists were often anonymous, producing unsigned work.”

Schopman contacted several women artists in DDC to highlight their talents as part of the command’s celebration of Women’s History Month.

Among DDC’s artists are Nancy Day, Leslie Whittaker and Suzanne Kohr. Day’s medium is cross stitching, Whittaker works with ceramics, and Kohr is an accomplished amateur photographer.



The carousel horse shown here was made by Leslie Whittaker, an administrative assistant in the Defense Distribution Center’s Acquisition Operations Directorate. The colors and the detail of the piece make it one of her favorites.

Day, who works in DDC’s Financial Management Office, first became interested in textile art when she was a young girl. Her grandmother and other relatives first exposed her to knitting and crocheting when she was 12. Her interest in cross-stitching came later.

“Many years later I saw a beautiful cross-stitched Christmas decoration and I thought to myself, I can do that,” Day said.

She became so interested in cross-



Nancy Day, a financial program analyst in the Defense Distribution Center’s Financial Operations Directorate, holds one of her favorite cross stitching pieces. The number of colors in the design made it a very complex piece and it took Day four months to finish it. It hangs in Day’s living room.

stitching that she now has several pieces of her work hanging on the walls in her home.

Day finds cross-stitching therapeutic. She says it helps her relieve stress and seeing her pieces completed gives her a sense of pride in her accomplishments. What she really enjoys about cross-stitching though is that it helps her carry on her family tradition and tell her family’s story.

“I’ve made baby samplers for each of my grandchildren that have things like their birth date, day of the week and weight on them,” she said. “It’s a little piece of time.”

Her daughters have taken an interest in cross stitching too and Day hopes that they will pass the tradition on to their children.

For Whittaker, making a ceramic piece

*“I think we have come to a time where people realize that women deserve to get equal credit for their accomplishments.”*

# DDC women

is about making something unusual. She enjoys giving them as gifts instead of buying things in a store.

Whittaker, an administrative support assistant in DDC's Acquisitions Operations Directorate, says she enjoys making unique items. She says that they represent something about the individual.

Whittaker loves going to craft shows, but she goes for a slightly different reason than most.

"Most people go to see," she said. "I go to see how it's made so I can make it."

Whittaker says she grew up interested in arts and crafts, starting with needlework. When she had her first experience making a piece of ceramic about 17 years ago, though, she says she realized she was hooked.

It was messy, but the satisfaction of using her hands to shape the clay, and seeing the results were very appealing. It's the durability of ceramics that appeals to her from a historic perspective. She likes the idea that some of her pieces may still be around 50 years

from now, 100 years from now, or maybe longer.

Kohr's interest in photography developed over several years.

After living in a city all of her life, she and her husband moved to a rural area about 13 years ago. Her husband noticed how much the beauty of the flowers and butterflies in her garden attracted her, so he bought her a camera one Christmas.

"I played with it for a while, but then sort of lost interest," she said.

A series of family tragedies, including the death of her mother, brought her back to the camera about three years ago.

"We found a box of old family photos when we were going through her things and I started restoring them," Kohr said.

It was a lot of tedious work, but she realized that the photos were a permanent record of her family's history. That got her thinking about taking pictures of her children and grandchildren for the same reasons. So she got the camera back out.

She started taking pictures of her family with the intent of passing on a similar trove of family history to them some day.

But she didn't stop there.

"I realized that we are losing a lot of nature's beauty as land is developed," Kohr said. "That means fewer birds and butterflies."

So she turned her lens to taking pictures of nature too. Her favorite subjects are butterflies, flowers, trees and sunsets. She has become so accomplished that a local newspaper did a profile of her as a local artist and she has also sold many pieces of her work. She has even auctioned framed copies of her work to support local charities.

As enjoyable as that all is, Kohr still says that the most important thing is passing on her family history through her photographs. She loves taking pictures of her children and grandchildren—catching memories and making them into another piece of family history.

"Those photographs serve as a reminder of a part of our past," she said.

Each woman chose their particular art form based on their personal desires or because of previous experiences, but all agree that their art provides them with a way to record their individual histories—and pass them on in some way.

Each feels that Women's History Month is important to help energize women to pass these traditions on. They also feel it's necessary to ensure women get recognition for their achievements.

"Eleanor Roosevelt essentially ran the country when FDR was sick, but she never got any credit for it," Whittaker said. "I think we have come to a time where people realize that women deserve to get equal credit for their accomplishments."



*Suzanne Kohr looks over some of her favorite photographs. Kohr, a management and program analyst for the Defense Distribution Center, is an accomplished amateur photographer. Some of her favorite subjects are her family, flowers and butterflies.*

# Q & A with DDC's new

Paul D. Peters, Senior Executive Service, became the Deputy Commander of the Defense Distribution Center March 17, 2008. He comes to DDC after serving as Director of the Defense Reutilization and Marketing Service in Battle Creek, Mich., since February 2006.

Peters has extensive experience in federal service. He served as the Defense Logistics Agency Business Systems Modernization Program Manager prior to directing DRMS. In that capacity, he led the acquisition, development, and implementation of DLA's primary business transformation program utilizing Enterprise Resources Planning commercial-off-the-shelf software to replace DLA material management and subsistence legacy systems.

Peters' more than 20 years of federal service includes positions with the Air Force Audit Agency, Air Force Materiel Command, Joint Logistics Systems Center, the Naval Fleet Industrial Supply Center at Norfolk, Va., the Naval Supply Systems Command headquarters, Deputy Under Secretary for Logistics for Business Systems Modernization, Deputy Assistant Secretary of the Navy for Civilian Personnel and Equal Employment Opportunity, and the Defense Logistics Agency.

His Navy assignments include Deputy Program Manager for NAVSUP's One Touch Support Program from 2001 to

2002; a limited term appointment as Executive Director of DASN (CP&EEO) Human Resources Operations Center from 2000 to 2001; Director of SUP21 Re-engineering Office (managing the SMART Enterprise Resources Planning



program through software selection) in Mechanicsburg, Pa., from 1999 to 2000; and Executive Director of NAVSUP's FISC, Norfolk, Va., from 1997 to 1999.

Peters' assignments with the Air Force include representing the Deputy Under-Secretary of Defense for Logistics in the office of the Joint Chiefs of Staff for Logistics from

1996 to 1997; leader of Joint Logistics Systems Center Commander's Action Group from 1995 to 1997; Chief of the Joint Logistics Systems Center Directorate of Maintenance Business Office in 1995; Programmed Depot Maintenance Scheduling System Program Manager from 1991 to 1994; Chief of Headquarters, Air Force Materiel Command Depot Maintenance Management Information System Office from 1989 to 1991; Headquarters Air Force Logistics Command's Logistics Modernization Systems Program Analyst from 1987 to 1989; and as an Air Force Audit Agency Audit Manager from 1984 to 1987.

He was a corporate auditor and tax accountant with Arthur Anderson & Co., Dayton, Ohio, from 1982 to 1984.

Peters graduated from Wright State University with a bachelor's degree in Accountancy. He passed the Certified Public Accountancy exam, and is Level III and Level II certified in Program Management and Communications-Computer Systems, respectively. He completed the Federal Executive Institute residential "Leadership for a Democratic Society" Executive Development Program. He has received the DLA Exceptional Civilian

Service Award, twice received the Navy Meritorious Civilian Service Award and Air Force Exemplary Civilian Service Award and was a recipient of the 2004 DLA Top Ten Employee Award. He was recognized as a Top 100 Federal Executive in 1993 and 2005, and has received numerous Sustained Superior Performance Awards.

# deputy commander

By Jessica Walter, APR, DDC Public Affairs

The Defense Distribution Center welcomed Paul Peters, Senior Executive Service, as the new Deputy Commander Mar. 17. Peters is the fourth deputy commander in DDC's 11-year history. He joins the organization as it embarks on its second decade of distribution excellence – and era in which the command seeks to become the premier distribution services provider for the Department of Defense in any location and under any condition. In the interview that follows, Peters describes the experiences that prepared him for DDC's top civilian position as well as his view of DDC's strengths and his hopes for DDC's future.

**Q: What are you looking forward to accomplishing most while at DDC?**

**A:** I look forward to supporting the Commanding General's direction and intent, being an advocate of the organization and the critical role that DDC plays in the logistics supply chain, helping the organization improve our processes to be better while extending the services delivered, and being a part of the effort to increase the 'best value' of services delivered by DDC as measured through the 'eyes of our customers'.

**Q: What do you feel are the strengths of DDC as a combat support partner?**

**A:** DDC is a critical partner of combat support to the war fighter. As such, DDC manages and executes an important function in the logistics supply chain as well as being a central member of the DLA enterprise supporting the war fighter. We need to leverage the distribution expertise

and experience of the organization, and continue to demonstrate the flexibility required to remain relevant to customers we serve.

**Q: Of your past experiences, which do you feel prepared you most for your role as DDC's Deputy Commander?**

**A:** I have learned important lessons and gained invaluable experience from every position and organization and Agency in which I have worked. Each experience has built upon those preceding it and has blended into the experiences which have followed. The next position ... this position as Deputy Commander ... represents the opportunity to apply the accumulated observations, judgments, and applied lessons to enhance and strengthen the organization and the Agency.

**Q: What have been the most challenging and rewarding achievements of your career?**

**A:** Each job I have held has been progressively challenging and rewarding. The position as DRMS Director was reflective of that. Being a part of the effort to reorient the Agency's disposal business with a focus on national security, velocity, accuracy, and meeting the needs of the customer, restructuring the disposal organization through simplification of the chain of command and establishment of accountability at the point of execution was especially rewarding, especially when viewed in the context of concurrently increasing the capabilities and support of our personnel operating in Kuwait, Afghanistan, and Iraq.

**Q: What are the benefits of the Senior Executive Service?**

**A:** There are many benefits ... the association and participation with the senior leadership cadre that assists our military leaders in transforming our businesses to provide greater capabilities to the war fighters is one of the more valued benefits of serving as an SES.

**Q: Why did you pursue a career in the federal government?**

**A:** A career in the federal government is a wonderful way to provide service to the country and contribute in a positive way as a citizen.

**Q: What inspires you?**

**A:** Great leadership is inspiring, and is found in all aspects of our lives. Being part of organizations which understand their role in a changing environment and have the flexibility to adapt the performance of their mission to those changes and remain relevant is motivating and rewarding.

**Q: What would you like people to know about you?**

**A:** I look forward to this assignment - to continue working with Brig. Gen. Collyar and with the incoming Commander, Brig. Gen. Talleri. DDC is going to continue to play a major role in shaping DLA's future. The opportunities of the future will be based on a strong work ethic, the ability to make hard decisions, being accountable, delivering consistent performance that has value to our customers and is integrated with the DLA enterprise. I am glad to be a part of the team.

## DDC bids farewell to deputy commander

By Scott Woosley, DDC Public Affairs

Members of the Defense Distribution Center team gathered for a luncheon March 11 to bid farewell to Senior Executive Twila Gonzales, DDC's deputy commander since March of last year.

Gonzales left DDC headquarters in New Cumberland, Pa., to become the director of the Defense Reutilization and Marketing Service in Battle Creek, Mich.

During the luncheon, Gonzales was presented with a number of gifts and awards. Many of the gifts were humorous, often playing on the decidedly colder climate she will experience in Michigan. One such gift was a framed University of Michigan Wolverines scarf, a novelty for Gonzales who hails from California.

Army Brig. Gen. Lynn Collyar, DDC's commander, also presented Gonzales with the Defense Logistics Agency Meritorious Civilian Service Award during the ceremony in recognition of her contributions to the readiness of America's armed forces.

A proponent of leadership development throughout her career, Gonzales leaves DDC with a robust leadership development program that is crucial to positioning the command for future success.



Army Brig. Gen. Lynn Collyar, commander, Defense Distribution Center, presents the Defense Logistics Agency Meritorious Civilian Service Award to Senior Executive Twila Gonzales. In the citation for the award, Gonzales was described as "an excellent team builder and mentor" who "demanded what was right and ensured that employees and customers were treated fairly." Gonzales, who served as DDC's deputy commander, was presented the medal at a farewell luncheon March 11.



Senior Executive Twila Gonzales, left, inspects the contents of a DRMS Survival Kit presented to her by Diane Covalt of the Defense Distribution Center's Directorate of Distribution Operations.



Senior Executive Twila Gonzales, left, accepts a plaque, which includes commander's coins from each of the Defense Distribution Center's 26 distribution centers, from Army Brig. Gen. Lynn Collyar, DDC's commander.

# Time management made personal

By Scott Woosley, DDC Public Affairs

Managing time has become more and more important in today's fast-paced world. All the technological advancements we now enjoy were initially supposed to make our lives less hectic, but it seems that just the opposite has happened.

Several of the Defense Distribution Center's supervisors from Defense Distribution Depots Norfolk, Va.; Oklahoma City, Okla.; and Red River, Texas, along with DDC headquarters, recently attended a class designed to help them find ways to accomplish all those necessary daily tasks.

For many of those supervisors there just doesn't seem to be enough time in the day to check e-mail, respond to requests, mentor employees, ensure all the required reports are done, and still keep their fingers on the pulse of what goes on in their particular part of the distribution process.

"We have heard this from almost every level in DDC—that managing time and finding time to fit in important leadership actions is a real issue," said Senior Executive Twila Gonzales, then DDC's deputy commander, when she addressed the group. "It was the number one area requested for additional training coming out of the Leadership Academy."

The instructor for the course was Deborah Wood of Business Development Resource, Inc., who worked in the distribution field for many years and now helps to train people to better manage their time. Her experience in distribution helps her relate to the specific needs of DDC's leaders, but her goal is to personalize the training for each individual.

"I've been in a lot of training that was very generic and technical, but not practical or customized," Wood said. "To make it more personal, I have the students write out action plans throughout the course that are specific to their tasks."

The three-day course is peppered with activities to help those attending tailor what they learn to their specific situations. Each activity includes time for individual students to write down what they perceive as their biggest time management issue and then use the techniques to make better time management decisions.

One of the techniques Wood uses is to have each person write down what things take up time during their work day and then find ways to either reduce their impact or eliminate them altogether if possible. Wood makes many other suggestions during the course. The idea is to provide each student with something that helps them specifically.

"The satisfaction of doing this is seeing people applying the techniques and hearing how the techniques helped them manage their time better," Wood said.

While the immediate objective of the training is to help DDC's mid- and senior-level leaders learn how to better manage both their own time and their employees' time, the long term goal is to change how

they think about management in general.

"How we manage and lead is just as critical to being competitive and productive as what we manage," Gonzales said. "We need to see how we manage as just as much of a technical skill as what we manage."

*"We need to see  
how we manage  
as just as much  
of a technical  
skill as what we  
manage."*

## Former DDC commander nominated for third star

By Stacy L. Umstead, DDC Public Affairs

The president has nominated U.S. Army Maj. Gen. Kathleen M. Gainey, former commander of the Defense Distribution Center, for appointment to the rank of lieutenant general and assignment as director of logistics for the Joint Staff in Washington.

Gainey, who commanded DDC from August 2002 to August 2004, is currently the commanding general of the Surface Deployment and Distribution Command at Scott Air Force Base, Ill.

During her tenure at DDC, the initiatives Gainey spearheaded allowed the command to move unprecedented amounts of materiel with ever increasing efficiency.



# Extraordinary expediting keeps Air

By Cathy Hopkins, DSCR Public Affairs

Defense Logistics Agency employees helped the Air Force keep a banner mission on schedule Feb. 12 when they provided a truckload of 55-gallon drums containing de-icing fluid in less than eight hours from the time of the customer's request.

The banner mission was a presidential support mission. Flight-line workers needed the fluid to de-ice two C-17 Globemaster III aircraft used to transport the president's motorcade.

Air Force Staff Sgt. Angelo Dumanhog of the 436th Logistics Readiness Squadron at Dover Air Force Base in Delaware contacted the DLA Customer Interaction Center around noon with the request for de-icing fluid. DLA business systems showed that the national stock number the customer was ordering against was out of stock.

Air Force personnel contacted Levon McDowell at Scott Air Force Base in

Illinois to see what DLA could do to help. It was critical to the mission that the fluid arrive that day.

McDowell is a forward presence Defense Supply Center Richmond customer account specialist at Scott Air Force Base. He was able to do further research in the Department of Defense EMALL, an Internet-based electronic mall for military customers, and determine that a suitable substitute stock item was available to meet the customer's needs and was located at Defense Distribution Depot Richmond, Va.

DDRV, one of 26 sites overseen by the Defense Distribution Center headquarters, is the primary distribution center for hazardous materials. De-icing fluid is categorized as a hazardous, flammable material.

After locating the stock, McDowell started working against the clock with the customer and other agency personnel at



Westley Young, a transportation assistant at Defense Distribution Depot Richmond, Va., coordinated the delivery of a truckload of de-icing drums to Marine Corps Base Quantico, Va., in about two hours to support an Air Force banner mission. (Photo by Cathy Hopkins)

DDC headquarters in New Cumberland, Pa., and DDRV to ensure the shipment of fluid arrived at Marine Corps Base Quantico, Va., in time for the scheduled takeoff.

McDowell stayed hands-on, following the requirement through the supply chain by coordinating with the customer and DDRV as well as Thomas Henry from the Air Force Customer and Supplier Engagement Team at DDC.

"DDRV had to find a carrier on short notice to deliver the freight, and I spoke with the delivery point of contact at Quantico to ensure someone would be there to receive a night shipment," said Henry.

Westley Young, a transportation assistant at DDRV's emergency requisitions office, took over expediting the requisition when he received the request via the Distribution Standard System at about 3 p.m. He also

## *Force banner mission on schedule*



*Two C-17 Globemaster III aircraft similar the one pictured were able to take off on schedule to support an Air Force presidential mission thanks to employees from various Defense Logistics Agency activities who expedited an emergency requisition for more than 1,000 gallons of de-icing fluid Feb. 12. (U.S. Air Force photo).*

received an e-mail from McDowell.

“I started calling freight carriers to determine who could pick up a shipment within two hours,” said Young. “After about the fourth call, I had a local carrier out of Richmond. The carrier delivered the shipment to Quantico around 8 p.m.”

“Please pass on my thanks for performing the impossible and saving the day to Mr. McDowell, Mr. Henry, and the myriad of behind-the-scenes team members who made this happen,” said Air Force Col. Joan Cornuet in an e-mail message to Air Force Col. Christopher Karls.

Cornuet is the commander of Mobility Air Forces Logistics Support Center, Scott Air Force Base. Karls is the chief of the Air Force Customer Facing Division, DSCR Aviation Customer Operations.

“I’m always astounded by the dedication and capability of our supply chain team

members, and in this case, your (logistics) team takes top honors,” said Cornuet.



## DDC team links both ends of supply chain

By Jessica Walter, APR, DDC Public Affairs

Amid the din of ringing phones and collaborating co-workers, Eric Mueller takes a call from a supply center colleague. “I hear what you’re saying. We can help with that,” Mueller says to the caller who is a Weapon System Support Manager, or WSSM (pronounced “Whism”), from sister organization Defense Supply Center Columbus, Ohio.

Mueller’s hands work rapidly over the keyboard, accessing various systems used to track orders and delivery of military supplies all around the world.

The Weapon System Support Manager wants to make sure repair parts for a lightweight howitzer arrive successfully at the other end of the supply chain where Army units in Iraq and Afghanistan are waiting for them.

After conferring with several agencies involved in the purchasing and distribution of the parts, Mueller was able to provide information that would allow the parts manufacturer to package and label the shipments properly for a smooth ride through the supply chain.

This type of inquiry, in addition to questions about cargo status, is routine for Mueller and his co-workers in the Customer Support and Supplier Engagement area of the Defense Distribution Center headquarters in New Cumberland, Pa.

“Typically, we’re on the phone with support representatives from the supply centers or the [armed] services, researching the availability and status of shipments,” Mueller explained.

DDC is a field activity of the Defense Logistics Agency, so Mueller and his teammates work closely with customer account managers from DDC’s sister organizations – the supply centers in Columbus, Ohio; Richmond, Va.; and Philadelphia, Pa. – each day to get supplies where they need to be.

By accessing a variety of systems from his PC, Mueller can see the entire lifecycle of a Materiel Release Order, or MRO, that has been sent to request supplies.

According to Mueller, the ability to access a variety systems often comes in handy. “Sometimes a shipment isn’t even coming from a DDC location, but if someone calls, we want to be able to give them an answer. We’ll give them as much information as we can along with points of contact.”

DDC has about 40 employees working on customer support teams divided by Army, Marine Corps and Navy, Air Force, and Troop Support. In 2007, they handled about 210,000 inquiries.

General Supply Specialists like

Mueller also spend a lot of time collaborating with DLA customer support representatives, or CSRs, who are located with DLA’s military customers. “Talking with them helps us better understand the needs of customers at certain locations, and the CSRs can give us the intel we need to help us look ahead,” he continued.

Mueller, like nearly half of DDC’s workforce, was once on the other end of the supply chain himself. He says having prior military service has been very helpful in understanding the needs of DDC’s customers.

“I understand the development, operations, maintenance and sustainment of complex weapons systems, their components and the soldiers who



Eric Mueller, foreground, of the Defense Distribution Center’s support team for Army customers, assists with moving supplies through the supply chain. Team members also pictured are Tim Schaming, seated; team leader Sherry Amrhein, left; and Ygraine Adams. Not pictured: Darlene Davis, Maria Joseph, Cory J. Shover, Linda Norman, Tracy Coffee, and Doug Enders.

operate, maintain and repair them,” Mueller said.

Employees’ passion for the mission has become a key component in DDC’s strategic vision to become an expeditionary partner for America’s war fighters.

“I also have a son who is a second lieutenant in the Air Force and a nephew who is a captain in the Army, so this is very personal to me,” Mueller added.

For Mueller and his teammates, the payoffs of the job go far beyond the paycheck. “Of course we love what we do. Wouldn’t you? When you find a solution for our customers – especially our customers – you have a true sense of accomplishment.”

The Defense Distribution Center is the leading provider of distribution support to America’s military including receiving, storing and issuing supplies as well as other tailored services to increase war fighter readiness. Customer support is available 24 hours a day at 1-877-DLA-CALL.

## DDAG builds boxes to ship armor for mine-resistant vehicles

*By Scott Woosley, DDC Public Affairs*

Employees at Defense Distribution Depot Albany, Ga., recently took on the task of building crates to ship armor upgrade kits for mine-resistant armored vehicles, or MRAPs, to Iraq for use by U.S. war fighters.

Al Lundy, one of DDAG’s woodworkers, designed the boxes and began building them Feb. 19. The total order was for 2,000 with the first 200 to be complete by Feb. 29, so initially he and his co-workers built 20 per day.

It’s a necessary but satisfying job for Lundy and Judy Knight, the DDAG program manager for the project. All of DDAG’s employees who were involved know how important it is to build crates that are easy to ship and sturdy enough to make sure the kits arrive intact.

“These kits save lives,” Knight said. “Our job is a key part of making sure the kits arrive quickly and in good condition.”

Lundy has experience designing these kinds of shipping crates. He helped design and build similar crates for the Marine Corps’ Frag 5 Armor program that shipped armor upgrade kits to Iraq in 2007. While those earlier kits were intended for different vehicles, Humvees for example, they served the same purpose—providing additional protection from improvised explosive devices for the men and women of the military serving in Iraq and other places around the world.

“Having the experience of building the Frag 5 crates gave us a starting point for designing these crates,” Lundy said.

Each crate took about four-and-a-half hours to build. The entire staff pitched in to make sure the initial goal of 20 per day was met.

“This is a good team,” Lundy said. “We all know how important this project is and everyone works together to get it done.”



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*Al Lundy, left, and Alex Rockwell, right, discuss the construction of a crate that will hold armor upgrade kits for mine-resistant armored vehicles, or MRAPs. The kits are destined for Iraq. Lundy, Rockwell, and other woodworkers at Defense Distribution Depot Albany, Ga., built 20 crates per day from Feb. 19 to Feb. 29.*

# Add-on-armor mission success

By Sherre Mitten-Bell, DDSP Public Affairs

Employees from Defense Distribution Depot Susquehanna, Pa., were recognized recently for their efforts to support a mission key to protecting the lives of U.S. war fighters in Iraq and Afghanistan.

DDSP began receiving and transshipping add-on-armor kits for Bradley Fighting Vehicles in December 2006, after receiving a request from U.S. Transportation Command, or TRANSCOM. The request asked if DDSP could take on the additional mission of assisting Air Mobility Command with moving add-on-armor kits for Bradley Fighting Vehicles to and from various locations around the U.S.

The staff at the distribution center readily agreed and began receiving and transshipping the kits in December 2006. Although the initial information indicated that they could expect an average of 100 air pallets per day, variations were significant and on some days more than 300 kits were received and processed.

“The success of the project would not have been possible without the whole DDSP team pitching in to tackle the regular workload, allowing others to support the project,” said Navy Capt. James Naber, commander, DDSP. “That is what teamwork is all about, and DDSP shows that with each special project that comes our way.”

Kits eligible for processing at a Consolidation and Containerization Point arrived at DDSP directly from the vendor. The DDSP team assigned to the project established a CCP point for the kits in one of the installation’s newest buildings, and built air pallets to ship the kits to military air bases where they would be forwarded on to their ultimate destinations.

The building the team began using was so new at the time that construction wasn’t even complete. The building did not yet have the necessary infrastructure to handle the process. The DDSP staff devised a way to both establish the CCP capability and



*More than 22,000 pallets like those pictured were processed by employees at Defense Distribution Depot Susquehanna, Pa., from December 2006 to October 2007. The pallets contained add-on-armor components for Bradley Fighting Vehicles that provided additional protection against improvised explosive devices, or IEDs, in Iraq and Afghanistan.*

enter the appropriate information into the Defense Standard System, the distribution and warehousing management tool that allows the items to be tracked as they move through the supply chain.

The busiest months were January through April 2007 when DDSP staff processed more than 22,100 kits.

The mission was critical to the war fighter—the add-on-armor kits provide greater protection from improvised explosive devices, or IEDs, that are a threat to the troops when they are on patrol in Iraq and Afghanistan. The system DDSP

established provided efficient processing and 100 percent visibility of the kits while they were in the supply chain.

The support DDSP provided was so efficient that one of DDSP’s customers, Michael Wilson of Air Mobility Command, sent an e-mail to DDC in October 2007 thanking the staff for their efforts.

“We’re finally done with our overseas shipment of Bradley Armor Kits,” Wilson wrote. “We installed a total of 989 Bradley Armor kits in Iraq and left 54 kits in case a few more vehicles somehow show up without it.”

# *reflects teamwork, dedication*



*Pictured are members of the DDSP staff who were instrumental in the success of the Bradley Fighting Vehicle add-on-armor shipping program. With them is DDC Commander Brig. Gen. Lynn Collyar, right center in above photo. Collyar presented star notes and command coins to the group in appreciation of their dedication to the war fighter.*



Wilson went on to say that 90 kits were installed in Germany and that kits continue to be installed at sites in the U.S. to support the next wave of war fighters to deploy to Iraq and Afghanistan. He also said the kits have already paid big dividends for the soldiers.

“We have received many positive reports on the difference these kits have made,” Wilson continued. “I wanted to thank all of you for the help you provided and tell you that before this, I had no idea how difficult your jobs were. I know there were a lot of people involved. Please pass on my thanks.”

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## Equipment upgrade at DDCN saves time, money

By Navy Lt. Ernesto Ureta, DDCN

In order to maintain the highest levels of customer service, Defense Distribution Depot Cherry Point, N.C., recently upgraded material handling equipment at some of its storage locations.

The recent upgrade, aimed to sustain DDCN's superior customer service, included removing rail-guided basket cranes that travel down each aisle of bins and replacing them with a new Z-rail stock selector system. The new system is both more flexible and less expensive than replacing the old cranes. The new stock selectors can also be used in DDCN's rack storage sections, an added benefit.

"The old system required one crane per aisle, but with only four new stock selectors we are able to do the same job faster, safer and cheaper," said DDCN Commanding Officer Navy Cmdr. Bryant Knox.

Because of the high volume of supplies ordered by DDCN's military customers, the distribution center continually conducts internal evaluations to ensure they are using the most efficient processes and equipment. That process includes considering the use of updated equipment and technology.

During a recent evaluation, the distribution center discovered that replacement parts for the older crane system were no longer available. Several options were researched before DDCN selected a battery-powered Z-rail system that can maneuver between aisles, has special stabilization features, and was available at a fraction of the cost of replacing the cranes with newer cranes.

Many of the supplies stored at DDCN are sorted by size. Items that are smaller than one square foot in size are usually stored in bin locations—organized rows of shelves similar to

those seen at a library. The new pieces of equipment can easily maneuver between those narrow aisles.

Assistance for the project was provided by engineer Tim Flynn of the

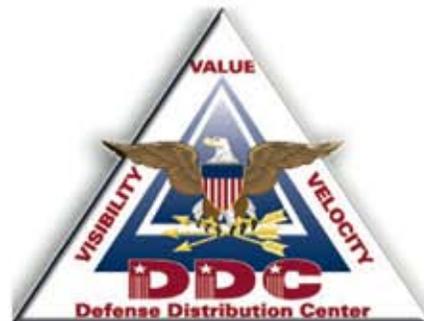
Defense Logistics Agency Enterprise Support organization serving the Defense Distribution Center, or DES-DDC. Flynn designed and oversaw installation of the new cranes.



*To save time and money, older model cranes, pictured at left, were removed from bin storage areas at Defense Distribution Depot Cherry Point, N.C., and replaced with four new versatile stock selectors, shown below.*



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## Joint effort clears space, increases recycling fund

*By Jacqueline R. Boucher, Tobyhanna Army Depot Public Affairs*

Profits from recycling scrap steel increased nearly \$10,000 after Tobyhanna Army Depot and Defense Distribution Depot Tobyhanna, Pa., employees joined forces to clear space in and around eight buildings.

Workers salvaged 1,040 stackable steel storage racks during a four-day clean up effort. The 137,210 pounds of scrap steel were sold to a local contractor yielding \$9,604.70 destined for the installation's recycling fund.

The recycling fund is used for several things like reimbursement of program costs, funding occupational safety and health projects, and purchases such as recycled-plastic picnic tables for use around the installation.

"What is more significant is that this was an excellent example of 6S methodology at its best," said John Heuberger, DDTP's deputy commander. "Lauren (Pond) and John (Huber) worked under some horrendous weather conditions to sort, straighten and sweep with a keen eye on the safety aspect."

Pond is the recycling coordinator, Environmental Management Division, and Huber is DDTP's safety specialist.

So far, the project has freed 7,680 square feet of storage space.

DDTP replaced the decades-old nested storage racks with newer ones shipped from Defense Distribution Depot Columbus, Ohio, which no longer needed them and had tagged them as excess. About 6,000 racks are earmarked for replacement as the newer model becomes available.

DDTP has more than 1.7 million square feet of storage space available on the Tobyhanna installation: 10 general-purpose heated warehouses, seven three-sided/other buildings, ramp storage, and more than 1 million square feet of open storage space.

Officials said safety, as well as age, played a part in replacing the outdated storage aids.



*Truck drivers guide Tobyhanna Army Depot's Robert Rosencrance, operating a forklift, as he loads scrap steel racks onto a flatbed truck during a four-day clean up effort. Employees from Tobyhanna Army Depot and Defense Distribution Depot Tobyhanna, Pa., teamed up to get rid of old, worn out steel racks, selling them to a local contractor and reaping nearly \$10,000 for the installation's recycling fund. (Photo by Tony Medici)*

"Safety is our top priority," Huber said. "Plus, we needed to get rid of the old, damaged, bent, buckled and broken items."

Warehouse workers discovered the new storage racks offered a multi-level storage capability that was easier and safer to stack. The stacks are safer because the corners of each rack feature a cup and ball configuration that allows them to fit together and lock into place.

"It's difficult to stack the older racks," Huber said, explaining that they have to be lined up perfectly using slide rails. "We also realized that most people in our business no longer use that style storage aid anymore," he said.

Once the replacement storage aids were on the installation, Huber approached Pond with ideas on how to dispose of the scrap steel in July.

"We're always looking for a way to recycle scrap items on the installation," Pond said. "This was definitely a good opportunity to recycle something and allow the money to stay on the

installation."

Pond is also pleased with the progress of the program. "Everyone did a wonderful job," she said, expressing her thanks to the workers from the Tobyhanna Army Depot Material Movement Branch who helped load the scrap metal onto 20 flatbed trucks. Branch employees loaded trucks and crushed residual scrap steel not delivered to the contractor.

"Absolutely phenomenal team effort between Tobyhanna Army Depot and DDTP," said Lt. Col. Michael Talley, DDTP's commander. "Special thanks to John and Lauren for planning, coordinating, and safely executing much of the heavy lifting throughout the duration of the project—including several inclement weather days."

He continued, "Safety was paramount in every aspect of this operation and I commend their diligent efforts. The successful completion of the project epitomizes the DDTP motto: One team, one focus—let's roll!"

## DDJC firefighter returns from duty in Iraq

By Annette Silva, DDJC Public Affairs

Firefighter Ellis Archerda III, of Defense Logistics Agency Enterprise Support San Joaquin, recently returned home from a five-month deployment to Iraq.

Archerda is an Air Force master sergeant with the 349th Civil Engineering Squadron based at Travis Air Force Base and was deployed to Kirkuk Regional Air Base, Iraq, with the 506th Expeditionary Civil Engineer Squadron, the Fire Dawgs.

During the deployment, Archerda served as a Fire Prevention Chief.

Archerda's squadron was responsible for extricating personnel from vehicle fires and performing triage – the process of sorting victims to determine medical priorities – with the medical personnel.

"A vehicle was hit by an improvised explosive device, and our four-man team was sent to extricate the soldier from the vehicle and extinguish the fire," recalls

Archerda. "In order to return the soldier to the air base safely, our team, along with an Army convoy and air support, were provided."

One of the most memorable and cherished memories of his deployment was the ramp ceremonies being performed for the deceased.

"I was honored to be there (at the ramp ceremonies)

to pay my respect to those who served their country," said Archerda.

He worked six days a week, manning the fire truck in alternating 24-hour shifts and regularly came in

on his own time to staff the office. He valued the camaraderie that his squadron and the Army formed while on deployment. When the Army called, they were the first to step up to extricate or rescue their soldiers.

Archerda took leave upon returning, to spend time with his family. He returned to duty with the fire department in March.



*"A vehicle was hit by an improvised explosive device, and our four-man team was sent to extricate the soldier from the vehicle and extinguish the fire."*

## DDYJ's Aaron-Centeno selected as DLA's NCO of the Year

By Jessica Walter, APR, DDC Public Affairs

Storekeeper 1st Class Rosetta Aaron-Centeno, military liaison for the Sasebo detachment of Defense Distribution Depot Yokosuka, Japan, was honored as the Defense Logistics Agency's Junior Enlisted/Non-commissioned Officer of the Year at a ceremony at Ft. Belvoir Dec. 5, 2007.

"Petty Officer Aaron-Centeno's dedication to duty and flawless execution dramatically impacted the readiness of military units worldwide," said DDYJ Commanding Officer Navy Cmdr. Paul Bourgeois.

During 2007, Aaron-Centeno

led a team of 40 people to ensure that nearly 8,000 orders for supplies were processed for more than 100 customers afloat and ashore.

According to Bourgeois, Aaron-Centeno's extensive knowledge of distribution enabled her to streamline processing and delivery procedures for many critical shipments and also allowed for smooth systems transitions.

According to Bourgeois, Aaron-Centeno's selfless commitment to service doesn't end when she leaves work. "She has donated hundreds of hours both as a volunteer and leader for community and military events," he said.



Storekeeper 1st Class Rosetta Aaron-Centeno, military liaison for the Sasebo detachment of Defense Distribution Depot Yokosuka, Japan, was named the Defense Logistics Agency's Junior Enlisted/Non-commissioned Officer of the Year.

## Deployable Distribution Center racks up two awards

By Scott Woosley, DDC Public Affairs

Team members of the Defense Distribution Center's Deployable Distribution Center were recognized at the Defense Logistics Agency's awards ceremony Dec. 5, 2007.

The deployable center was selected as DLA's Large Team of the Year and Donnie Hernandez, the center's Supervisory Distribution Facilities Specialist, was selected as one of ten of DLA's Personnel of the Year.

"It's an honor for our team to be recognized like this," said Marc Parsons, the deployable center's director. "These awards are a credit to our team and their hard work."



*Pictured above is the Theater Consolidation and Shipping Point the Defense Distribution Center's Deployable Distribution Center established in Korea in April and May 2007. The team was selected as the Defense Logistics Agency's Large Team of the Year for the work they performed while deployed to Korea.*

The team and Hernandez were selected for their performance while they were

deployed to Korea during April and May of 2007 to assess their ability to provide distribution services to military contingency and disaster relief operations. Parsons attributes the success of the evaluation directly to the preparation done by Hernandez.

"Don was the key to our success—his leadership skills are fantastic," Parsons said. "He got the right people for the job and developed them into an outstanding team."

Hernandez traveled to Korea ahead of time to see what facilities were available and instituted a rigorous training program to prepare every member of the team to get the job done, no matter what they were faced with.

The training Hernandez developed included a full-size layout of the warehouse that would serve as the Theater

Consolidation and Shipping Point for the assessment. He used that to run everyone through the process and tweaked anything that needed it.

Hernandez is humbled that he received the individual award.

"It's an incredible honor to be chosen for this award," he said. "This is a remarkable team from top to bottom—my selection is directly due to their performance."

The training Hernandez developed paid off as the team hit the ground running in Korea. They had the TCSP established and processing materiel in three days, instead of the five that had been expected. During the two-week evaluation the team processed 140 trucks, eight sea van containers, and 139 aircraft pallets—more than two million pounds of cargo.



*Don Hernandez, left, lead supervisor for the Deployable Distribution Center, explains the operation of the Theater Consolidation and Shipping Point to a group of Marines from Okinawa who visited the deployable center in Korea last year. Hernandez was recently selected as one of the Defense Logistics Agency's Personnel of the Year for his work establishing the deployable capability.*

## DDC commander recognizes workforce for 2007 achievements during town hall meeting

By Scott Woosley, DDC Public Affairs

Army Brig. Gen. Lynn Collyar, commander, Defense Distribution Center, addressed gathered members of his workforce during a town hall meeting Jan. 24, 2008.

Collyar congratulated DDC's employees for their accomplishments in 2007 and encouraged them to continue to provide the same world-class level of support in 2008.

"Thank you for doing a great job in 2007," Collyar said. "This next year will be a year full of opportunities and will include a revitalized vision for DDC."

The general also unveiled DDC's new vision statement, "To be the single distribution services provider for DoD ... anywhere in the world, under any condition."

Collyar addressed a list of priorities for the command in 2008, including theater retrograde from Iraq, executing changes directed

by the Base Realignment and Closure legislation and the ongoing alignment of DDC headquarters.

He also reiterated that the changes taking place as part of the headquarters alignment would provide opportunities for the entire workforce.

Collyar also discussed the top priorities for DDC's 26 distribution centers for 2008.

"Customer support is still the main priority," he said.

He explained that, for most sites, customer support means ensuring the military customers collocated on the same installation with them receive the supplies they need.

During the ceremony, Collyar also recognized some individual achievements.

Dave Pferdehirt of the Strategic Planning Directorate was presented with the Defense Logistics Agency Superior Civilian Service Award. Pferdehirt was recognized for his work while serving



Army Brig. Gen. Lynn Collyar, at podium, commander of the Defense Distribution Center, congratulated DDC's employees for their accomplishments in 2007 during a town hall meeting Jan. 24. He also encouraged them to continue to provide the same world-class level of support in 2008.

as a multi-class expeditor on DLA Contingency Team-Afghanistan in 2007.

Cindy Bailey, lead emergency dispatcher for Defense Distribution Depot Susquehanna, Pa., was presented with the DLA Meritorious Service Award. While on her way to work one

day in September of 2007, Bailey came upon an accident scene on a three-lane highway that involved a motorcycle. She used her experience as an Emergency Medical Technician to take charge of the scene, directing witnesses to call 911 and providing life-saving care to the victim.



Cindy Bailey, right, lead emergency dispatcher for Defense Distribution Depot Susquehanna, Pa., was presented with the Defense Logistics Agency's Meritorious Service Award by Army Brig. Gen. Lynn Collyar, left, commander of the Defense Distribution Center, during a town hall meeting in January. Bailey's quick action at an accident scene on her way to work saved the life of the victim.



Dave Pferdehirt, right, of the Strategic Planning Directorate was presented with the Defense Logistics Agency's Superior Civilian Service Award by Army Brig. Gen. Lynn Collyar, commander of the Defense Distribution Center, during a town hall meeting in January. Pferdehirt was recognized for his work while serving as a multi-class expeditor on DLA Contingency Team-Afghanistan in 2007.

# DDC selects employees

The Defense Distribution Center's employees of the quarter for the first quarter of fiscal year 2008 were announced Feb. 4.

There were 17 individual and team nominations from across DDC's network. Each of those nominated were recognized for their contributions to DDC's mission of providing distribution support to America's war fighters around the world.

The General Schedule Employee of the Quarter was Penny Graff, a supply specialist and customer service representative at Defense Distribution Depot Tobyhanna, Pa.

Graff was selected for her work on improving DDTP's receiving processes. During the quarter, Graff was

instrumental in processing more than 45,000 lines of unserviceable and battle-damaged equipment and personally processed more than 9,000 lines of communications and electronic equipment. Graff was also selected as the Employee of the Quarter by the Defense Logistics Agency.

"Penny Graff ranks as the most customer-oriented logistician I have ever observed," said Army Lt. Col. Michael Talley, DDTP's commander. "She has clearly demonstrated a high degree of technical proficiency, an acute sense of teamwork and relentless support to the war fighter during this quarter."

The Wage Grade Employee of the Quarter

was Rock Mircovich, a distribution process worker at Defense Distribution Depot Corpus Christi, Texas.

Mircovich's dedication and consistently noteworthy performance during the quarter also led to two performance awards.

"Rock has received many local awards for his outstanding performance and work ethic," said Army Lt. Col. Robert Maxham, DDCT's commander. "His dedication and incredible performance are instrumental to DDCT's success."

Kathy Boersma, a supervisory transportation assistant at Defense Distribution Depot San Joaquin, Calif., was selected as DDC's Supervisor of the

Quarter.

Boersma, who works in the Shipment Planning Branch, ensures the efficient operation of all 18 lanes of dedicated trucks that serve 87 Department of Defense delivery points. During the quarter, this represented more than 230,000 lines of materiel delivered overnight up and down the West Coast. She also coordinates with branch personnel to ensure the more than 200 daily expedited shipments are processed efficiently.

The team of the quarter was the Theater Consolidation and Shipping Point, or TCSP, in Kuwait.

During the quarter, the members of the team rebooked more than 1,000 containers of critical



*Penny Graff, a supply specialist and customer service representative at Defense Distribution Depot Tobyhanna, Pa., was selected as the Defense Distribution Center's General Schedule Employee of the Quarter for the first quarter of fiscal year 2008.*



*Rock Mircovich, a distribution process worker at Defense Distribution Depot Corpus Christi, Texas, was selected as the Defense Distribution Center's Wage Grade Employee of the Quarter for the first quarter of fiscal year 2008.*



*Kathy Boersma, a supervisory transportation assistant at Defense Distribution Depot San Joaquin, Calif., was selected as DDC's Supervisor of the Quarter.*



*Hopitalman 2nd Class Keith Marshall, who works at Defense Distribution Depot Yokosuka, Japan, was selected as the Defense Distribution Center's Junior Enlisted Servicemember of the Quarter for the first quarter of fiscal year 2008.*

# of the quarter

supplies from the TCSP at Camp Arifjan to U.S. war fighters in Iraq.

“The team’s effort and accomplishments have greatly improved the capabilities of DDKS’ TCSP and the overall quality of the support provided to our war fighters,” said, Col. Clayton Newton, DDKS’ commanding officer.

Team members include TCSP Chief Army Lt. Col. Dianne Butts, Teresa Lowry, Bryan Eldridge, Johnny Akines, Rupel Perkins, Randy Farmer, Ephrom Barker, Crimson Jessup and Ray Chapman.

Petty Officer Second Class Keith Marshall, a Navy Hospital Corpsman assigned to Defense Distribution Depot Yokosuka, Japan, was

selected as the Defense Distribution Center’s Junior Enlisted Servicemember of the Quarter.

Serving as a vault custodian, Marshall managed and maintained 100 percent inventory accuracy of the materiel in his care, which was valued at more than \$15 million. He monitored the processing and shipping of all Cold Chain Management materials and was personally responsible for eliminating unnecessary shipping expenses while maximizing materiel availability to forward deployed units in the Seventh and Fifth Fleet areas of responsibility. His efforts resulted in shipping cost savings of more than \$20,000 during the first

quarter alone.

“Petty Officer Marshall exemplified the dedication, professionalism and leadership that we expect of our best noncommissioned officers,” said Navy Cmdr. Paul J. Bourgeois, DDYJ’s commander.

Sergeant 1st Class Jose Rosario, a transportation noncommissioned officer and branch chief at Defense Distribution Depot San Joaquin, Calif., was selected as the DDC’s Senior Non-Commissioned Officer of the Quarter.

During the quarter, Rosario reduced branch overtime by more than 40 percent by studying the branch’s allocated resources, workload and employee tours of duty, and rearranged the schedule to

use each more efficiently.

“Sergeant Rosario epitomizes those rare qualities most sought in today’s military professional: integrity, commitment and a burning desire to excel,” said Army Col. David Rodriguez, DDJC’s commander.

Lieutenant Cmdr. Curtis Culwell, the officer-in-charge of Defense Distribution Depot Susquehanna, Pa.’s detachment in nearby Mechanicsburg, Pa., was selected as the DDC’s Field Grade Officer of the Quarter for the first quarter of fiscal year 2008.

During the quarter, the site, known as DDSP West, processed more than 830,000 orders and 220,000 re-warehousing actions.



*The Defense Distribution Center’s Team of the Quarter for the first quarter of fiscal year 2008 was Defense Distribution Depot Kuwait, Southwest Asia’s Theater Consolidation and Shipping Point. Pictured above, from left to right, are Bryan Eldridge, Ray Chapman, Crimson Jessup, TCSP Chief Army Lt. Col. Dianne Butts, Teresa Lowry, Ephrom Barker and Randy Farmer. Not pictured are Johnny Akines and Rupel Perkins.*



*Sgt. 1st Class Jose Rosario, a transportation noncommissioned officer and branch chief at Defense Distribution Depot San Joaquin, Calif., was selected as the Defense Distribution Center’s Senior Non-Commissioned Officer of the Quarter for the first quarter of fiscal year 2008.*



*Cmdr. Curtis Culwell, the officer-in-charge of Defense Distribution Depot Susquehanna, Pa.’s Mechanicsburg site, was selected as the Defense Distribution Center’s Field Grade Officer of the Quarter for the first quarter of fiscal year 2008.*

## Former distribution site wins DLA Environmental Award, transfers land to community

By Stacy L. Umstead, DDC Public Affairs

The seventh annual Defense Logistics Agency Environmental Award winner for 2007 was the former Defense Distribution Depot Memphis, Tenn. The former depot is a 1995 Base Realignment and Closure, or BRAC, site with a highly effective BRAC Cleanup Team, or BCT.

The BCT includes DLA, the Environmental Protection Agency, and the Tennessee Department of Environment and Conservation.

“The BCT successfully overcame significant challenges this year to keep the cleanup projects on schedule and within budget by identifying innovative approaches to expedite cleanup,” said Mike Dobbs, chief of the Defense Distribution Center’s Environmental Safety and Occupational Health division. He is also the leader of the BCT.

“The BCT, along with the collective commitment of the Restoration Advisory Board and community members to the cleanup and restoration of the former depot’s property, have ensured that this project has remained on schedule,” said Dobbs.

The BCT’s forward thinking and accomplishments throughout the cleanup include starting remedial actions early in the process and



Army Lt. Gen. Robert Dail, left, director of the Defense Logistics Agency, presents the DLA Environmental Protection Award to Army Brig. Gen Lynn Collyar, second from left, commander of the Defense Distribution Center. Also present for the presentation were Senior Executive Patrick Dulin, second from right, director of DLA Enterprise Support, and DLA Command Sgt. Maj. David Roman, right. (Photo by DLA Headquarters)

transferring land for reuse as it was restored.

During the quarter, the team was able to meet suitability to transfer requirements for 422 acres of land. Much of the land was subsequently used by the Depot Redevelopment Corporation as an industrial park. Some pieces of land were used to help other local community groups, including land for housing for homeless veterans, a golf course for urban children and property for the construction of a Memphis Police Department precinct.

The former depot was DLA’s nomination in the environmental restoration category for the 2006 Secretary of Defense Environmental Awards and received an honorable mention.

## DDJC employees support local, national charities

By Annette Silva, DDJC Public Affairs

The employees of Defense Distribution Depot San Joaquin, located in Tracy, Calif., continuously contribute monetary and food donations to local charities of San Joaquin, Stanislaus, and outlying counties in addition to national organizations on an annual basis.

The three annual charity events that the distribution center participates in are the Central Valley/Sierra Combined Federal Campaign, the Second Harvest Food Bank Turkey Drive, and the Canned Food Drive. The workforce gives unselfishly and believes in providing help to the less fortunate in their local community.

“I am extremely pleased that DDJC has such a caring and compassionate workforce,” said Adriaan Adendorff, DDJC deputy commander. “It makes me very proud to work with a fine group of people who enjoy giving and making a difference in the lives of others.”

The Central Valley/Sierra Combined Federal Campaign promotes philanthropy through an employee-focused program that gives federal employees the



*Standing in front of a truck filled with turkeys destined for low income families are, from left to right, Ed Enfield, chief of Defense Distribution Depot San Joaquin, Calif.'s Community and Family Services Branch; Army Col. David Rodriguez, DDJC's commander; Sherry Stevens, Second Harvest Food Bank and Joe Perry, chief of DDJC's Operation Group.*

opportunity to improve the quality of life for everyone. This year, DDJC contributed more than \$104,000, exceeding their goal of \$102,000.

Teaming up with the Second Harvest Food Bank of Stanislaus and San Joaquin Counties, DDJC employees provided 545 turkeys to

low-income families in need of a holiday meal. They also donated more than 1,300 pounds of canned food items to the food bank.

## DLA Director visits DLA, Naval activities in San Diego



Army Lt. Gen. Robert Dail, second from left, director of the Defense Logistics Agency, walks through San Diego's Materiel Processing Center accompanied by Navy Capt. Jim Piburn, in ball cap, commander; Defense Distribution Depot San Diego, Calif., and Greg Mednick, right foreground, DDDC's deputy commander.

By Navy Supply Corps Cmdr. Tisha Smith,  
DDDC Military Liaison Officer

Defense Logistics Agency Director Army Lt. Gen. Robert T. Dail recently visited Defense Distribution Depot San Diego, Calif., and some of DLA's Navy customers in the San Diego area. This was his first visit to the region as the DLA Director.

In addition to DDDC, Dail visited two of the larger customers in the region – Commander, Fleet and Industrial Supply Centers, or COMFISCS, and Commander, Naval Surface Forces, and finished his trip with an overnight stay onboard USS Abraham Lincoln (CVN 72).

During his visit to DDDC, Dail was briefed by DDDC Commander Navy Supply Corps Capt. Jim Piburn, who highlighted the outstanding support DDDC provides to its customers, and detailed various initiatives DDDC is pursuing to further extend the DLA enterprise including expanding the services offered by the Material Processing Center.

Dail was impressed with the San Diego DLA activities, conveying to them that he appreciated their hard work in supporting the war fighter.

## Commander briefs local chapter of National Defense Transportation Association on future of DDC

By Scott Woosley, DDC Public Affairs

The Central Pennsylvania Chapter of the National Defense Transportation Association held a luncheon at Defense Distribution Depot Susquehanna, Pa., recently.

The guest speaker at the luncheon was Army Brig. Gen. Lynn Collyar, commander of the Defense Distribution Center, headquartered in New Cumberland, Pa.

Collyar spoke to the gathering about the future of DDC and upcoming changes that will further optimize the movement of cargo throughout the supply chain.

Collyar explained that during the Cold War the logistics strategy was to maintain large, static inventories of supply. Later, the strategy shifted to velocity—moving supplies as quickly as possible.



Army Brig. Gen. Lynn Collyar, left, commander of the Defense Distribution Center, explains the future of defense distribution to members of the Central Pennsylvania Chapter of the National Defense Transportation Association. Collyar spoke at the chapter's recent luncheon at Defense Distribution Depot Susquehanna, Pa..

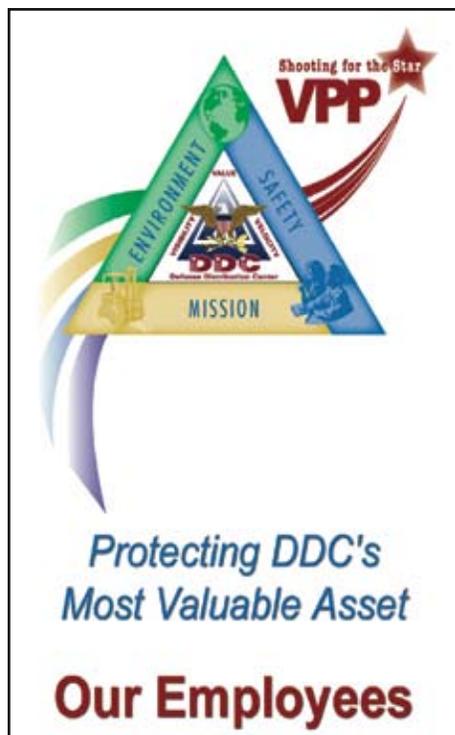
“What we found was that speed wasn’t everything,” Collyar continued. “We’ve moved to an integrated supply chain that is more adaptive to specific needs.”

One of the new initiatives Collyar explained was the Joint Regional Inventory Materiel Management program that is being tested in Hawaii this year. The goal of JRIMM is to consolidate common supply items for all the services in one central area, creating a more efficient supply chain. Consolidating common items will help reduce costs and delivery times, which is important to providing efficient support to American war fighters.

For the war fighter, supply chain certainty – knowing when they will receive specific items – is crucial to effective planning.

“When our customers know that a certain shipment is going to arrive at a certain time, it simplifies their job,” Collyar explained.

The information Collyar provided to the group is important to many of NDTA’s members who work for civilian transportation and logistics companies that provide services to the government.



## Commander of Logistics and Medicine Command, Israeli Defense Forces, visits DDC

*By Stacy L. Umstead, DDC Public Affairs*

The Defense Distribution Center recently hosted Maj. Gen. Avraham Mizrahi, commander, Logistics and Medicine Command, Israeli Defense Forces.

The visit focused on the evolution of DDC and how the Defense Logistics Agency’s lead center for distribution supports the United States’ joint forces.

During the visit, DDC Commander Army Brig. Gen. Lynn Collyar and members of the DDC staff presented

the DDC Today and Tomorrow brief to Mizrahi and his staff. The brief highlights DDC’s decade of change, support to the combatant commands, and tailored distribution services.

After the visit to DDC, Mizrahi and his staff toured the Department of Defense’s largest distribution center, Defense Distribution Depot Susquehanna, Pa., where they got a first-hand look at receiving operations, high-rise storage, and the Air Line of Communication pallet-build area.



*Army Brig. Gen. Lynn Collyar, left, commander of the Defense Distribution Center, and key members of his staff explain DDC’s distribution capabilities during a briefing to Maj. Gen. Avraham Mizrahi, second from left, commander, Logistics and Medicine Command, Israeli Defense Forces.*

## DLA Vice Director travels to DDC, recognizes employees

Defense Logistics Agency Vice Director Air Force Maj. Gen. Arthur Morrill traveled to Defense Distribution Center headquarters in New Cumberland, Pa., earlier this year to receive an update on DDC's progress toward strategic initiatives aimed at increasing war fighter readiness. During his visit, he also recognized employees for their support.



*Gene Surmacz, right, receives a Defense Logistics Agency command coin from Air Force Maj. Gen. Arthur Morrill, Vice Director of DLA. Morrill presented the coin to Surmacz, the Defense Distribution Center's Director of Acquisition Operations, for providing acquisition support to DLA's distribution operations.*

*Army Lt. Col. Mark McCormick, right, a logistics and joint planning officer for the Defense Distribution Center, receives a command coin from Air Force Maj. Gen. Arthur Morrill, Vice Director of the Defense Logistics Agency. Morrill gave McCormick the coin in recognition of McCormick's work assessing distribution operations in the Central Command area of operations in 2007.*



*Laura Fritz, right, formerly of the Defense Distribution Center's Operations Division, was recognized by Air Force Maj. Gen. Arthur Morrill, Vice Director of the Defense Logistics Agency, for her work on the Joint Regional Inventory Materiel Management initiative.*

## DSCR's



*By Stacy L. Umstead, DDC Public Affairs*  
Senior Executive Yvette Burke, Executive Director of Aviation Contracting and Acquisition Management at Defense Supply Center Richmond, Va., recently visited the Defense Distribution Center headquarters and Defense Distribution Depot Susquehanna, Pa.

DDC's Deputy Commander at the time, Senior Executive Twila Gonzales, hosted Burke.

# Burke visits DDC, tours DDSP



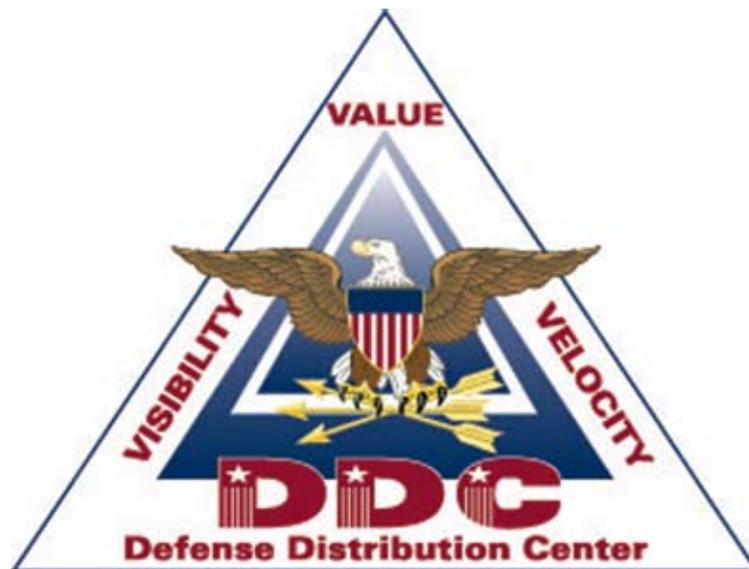
*Ed Visker, left, deputy commander of Defense Distribution Depot Susquehanna, Pa., explains DDSP's Walk-and-Pick functions to Senior Executive Yvette Burke, right, Executive Director of Aviation Contracting and Acquisition Management at Defense Supply Center Richmond, Va., while Twila Gonzales, center, then deputy commander of the Defense Distribution Center, listens.*

Burke was provided an overview of DDC's mission, distribution network, and current initiatives prior to touring the Eastern Distribution Center, or EDC, at Defense Distribution Depot Susquehanna, Pa.

During the tour of the EDC with DDSP Deputy Commander Ed Visker, Burke observed the Air Line of Communication pallet-build area, the dedicated truck lane sorting area, and receiving operations.



*Ed Visker, center, deputy commander of Defense Distribution Depot Susquehanna, Pa., explains DDSP's dedicated truck program to Senior Executive Yvette Burke, far right, Executive Director of Aviation Contracting and Acquisition Management at Defense Supply Center Richmond, Va. Senior Executive Twila Gonzales, center, then DDC's deputy commander, and Patrick McCormack, not pictured, DDC's director of Distribution Operations, accompanied Burke on the tour.*



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