



# DDC *Review*



Vol 4, No 1

Defense Distribution Center, New Cumberland, PA

Spring 2000



*Washington, D.C.,  
The Nation's  
Capital -  
City of Monuments,  
Old and New*

*See Stories, Pages 14-15*





Cover Photos of the Korean War Memorial as well as those of the Women's Vietnam Memorial (Page 14) and the famed Iwo Jima Memorial from World War II (Page 15) were taken by DDSP Photographer Jim Krepps.

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

BG Barbara Doornink, USA  
Commander

Phyllis C. Campbell  
Deputy Commander

Paul Okum  
Acting Chief of Staff

Jackie Noble  
Command Affairs Officer

Ron Poorman  
Editor

Jim Krepps  
Photographer

# DDC Review

## Contents

**Commander's Column, Page 3**  
**DoD Korean War Commemoration, Pages 4-5**

**DDOO, A Study in Customer Service, Pages 6-8**

**Life After A-76, Page 9**  
**New D.C. Memorials, Pages 14-15**

**Other Depot News:**  
**DDCT, Pages 10-11**  
**DDSP, Pages 12-13**  
**DDJC, Pages 16-18**  
**DDRT, Pages 20-21**  
**DDAA, Pages 22-24**

**Chain Teaching, Page 24**  
**Reserve Unit Support, Page 25**  
**Business Systems Modernization, Pages 26-27**



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

***BG Barbara Doornink***

### ***Do you think DLA needs to invest in Business Systems Modernization (BSM)? Will DSS go away?***

SAMMS has been DLA's backbone for over 30 years. Clearly, SAMMS and the other associated systems need to be replaced and not with just a more modern version of the current technology. We, DLA, must replace the current thought processes and take advantage of where the commercial world has gone in terms of their resource planning, their ability to anticipate demand, and distribute material efficiently. We must apply commercial applications to the entire DLA spectrum so that we no longer have something that is ICP oriented but a DLA system focused on customer service. Customer service and support is the most important thing we do. We have to be one system. I don't think that means the end of DSS. DSS is our warehouse operating system. Will DSS be replaced? Certainly. Will it be commercial? In all probability. Will it be soon? No. DSS is remarkable in where it is allowing us to go. With the implementation of 8.0 and the single RIC, we will be ahead of the BSM project and our ability to support the customer.

### ***Can you provide an update on the current initiatives working within the DDC?***

We have a number of initiatives working in the DDC. We are heavily involved in the Strategic Defense Management Initiative (SDMI). It is our partnership with US Transportation Command (US TRANSCOM). Since we both play key roles in distribution, our working together will help achieve significant change in the order fulfillment process that better satisfies our customers. It will keep our customers knowledgeable of the distribution pipeline and address customer wait time.

As I have mentioned before, we have an internal look at how we do things called Delivery Value Management (DVM) Program which is an initiative we are working with the University of Tennessee and its research partners. One of the primary looks is at the concept called the Tiered Depot which I believe is the future of the DDC. Tiered depot controls where stock is moving and how material is replenished at co-located maintenance depots and depots with a large customer demand. Stock replenishment will come from the two primary distribution sites (PDSs) on a daily, weekly, or

monthly basis. It means the co-located depots will have a broad band width of stock that is very narrow in depth. The intent would be to meet 80-90% of customer demands from local support. It also means we will need to get rid of inactive stock from those depots. More and more stock will be positioned at the PDSs for co-located depot replenishment purposes. Instead of having large amounts of completed maintenance material standing by at the co-located depots, the material will be positioned at the PDSs for global distribution.

Tiered Depot also means we should have less buildings. Every building we have increases total distribution costs. Whenever we can use space more efficiently, we can reduce costs. Tiered depot has the potential for us to mirror commercial practices that make sense, allow us to better service our customers, and better utilize our facilities.

### ***What is the DLA Strategic Plan Chain Teaching Package?***

In late March, each Primary Level Field Activity was tasked to chain teach the DLA Strategic Plan 2000 and the DLA 1999 National Performance Review Employee Survey results and action plan to employees under their direction. DLA employees play a vital role in support to the warfighter. It is important for all of us to understand the focus and vision of DLA in the twenty-first century. It was my plan that I would brief and lead discussions on the Plan and the Survey to senior staff who would in turn teach a group of employees who would then teach a group of employees until each DDC employee has heard the messages of the two briefs. This process was to have been completed by June 2, 2000. The first session was held at DDJC for over 120 supervisors and union leaders. They then shared the message with their employees. At the DDC, I provided many of the staff with the presentation and those who were unable to attend were to be briefed by someone in their supervisory chain. By now you should have all heard the message or should be scheduled for makeup sessions. I encourage you to take the message to heart. Be a part of the Team.

### ***See Chain Teaching Photos, Page 24***

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

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

# DoD Plans Commemoration of Korean War 50th Anniversary

The National Defense Authorization Act for fiscal year (FY) 1998, Section 1083, provided for the commemoration of the 50th anniversary of the Korean War to be observed from June 25, 2000 through November 11, 2003. The commemoration was initiated by a Deputy Secretary of Defense Memorandum for the Service Secretaries, Chairman of the Joint Chiefs of Staff, Directors of Defense Agencies, dated December 3, 1996. The FY98 Authorization Act is the Congressional authorization for the Secretary of Defense to conduct the commemorative program. The Memorandum Designates the Secretary of the Army as the DoD Executive Agent to plan and conduct commemorative activities.

The year 2000 marks the 50th anniversary of the start of the Korean War - a war in which over 1.5 million Americans fought and almost 37,000 gave their lives. This anniversary provides our nation with the opportunity to commemorate the war and to thank and honor Veterans who fought that war and the families that supported them. To facilitate this, the Department of Defense, in coordination with other federal departments and agencies, veterans and educational organizations, private businesses and corporations, and communities throughout America will con-

duct and support events which commemorate the 50th anniversary of the Korean War. The commemorative period and events will closely mirror the actual dates and events of the war, which began when North Korean forces crossed the 38th parallel and invaded the Republic of Korea on June 25, 1950, and ended by armistice on July 27, 1953. The official commemorative period will commence on June 25, 2000, and continue through Veterans Day, November 11, 2003.

The primary purpose of the commemoration is to thank and honor those Americans, living and dead, who fought in the Korean War. In addition, the commemoration will recognize and remember prisoners of war (POWs) and those missing in action (MIA) from the war. The significant contributions of women will also be highlighted, as well as those of minority groups. The focus of the three-year series of events and activities is to educate and inform the public of the Veterans' contributions and sacrifices and to thank the families of all those who served.

In addition, other purposes of the commemoration include remembering and honoring the contributions and sacrifices made by Allies of the United States, and their Veterans. The events will recognize the role of the United Nations in opposing and countering armed aggression and restoring international order. The commemoration will not only spotlight Veterans who served at the front, but will pay tribute to the accomplishments and contributions of Americans who served on the home front, and elsewhere, in support of the Korean War effort.

The further intent is to highlight the role of the armed forces of the United States, then and now, in maintaining world peace through strength. Another theme being explored will



be advances made in technology, science and medicine related to military research conducted during the Korean War.

The Secretary of the Army has been named Executive Agent for the events commemorating the 50th Anniversary of the Korean War. As such the Secretary has been given the authority to task with authority to task the services and to enlist the involvement of CINCPAC assigned forces. These activities will be coordinated with the Director, Joint Staff. U.S. commemorative activities in Korea, including U.S. participation in allied events, will be planned and conducted by the Commander, U.S. Forces, Korea, who will serve as the on-site DoD operating agent.

The Executive Agent has established an International Commemorations Committee within the office of the Deputy Under Secretary of the Army for International Affairs to plan, organize and coordinate the commemoration. The Secretaries of the Military Departments, as well as the heads of Federal Departments and Agencies have been directed to establish or designate project offices to plan and coordinate Korean War events and programs within their respective organizations. The project office will also coordinate with the International Commemorations Committee. As far as is practically possible, given current missions and responsibilities, the intent is for all ships, camps, posts, stations, agencies and activities within DoD to be encouraged to actively plan, conduct and support events to commemorate the 50th anniversary of the Korean War. This will include involvement, as tasked and directed by the Executive agent, in national commemorative activities, as well as Service and

unit level activities, programs and projects.

Foremost among suggested commemorative activities at the unit and community level is the Commemorative Community Program administered by the International Committee. Participating organizations will conduct three commemorative activities a year throughout the commemorative period and receive formal recognition by the Secretary of Defense. Qualifying activities may be as

simple as adding a Korean War theme to an existing activity (e.g., parade or Memorial day observance), establishing a commemorative display or exhibit or hosting a speaker or a Korean War Veteran. More involved examples could include conducting a symposium or battle study. DoD spokespersons indicate there is no set formula, and that creativity is the watchword.

The International Commemorations Committee will be producing educational and commemorative products including posters, teachers' guides, children's books, fact sheets, pins, bookmarks and calendars. The committee also is distributing service-produced historical monographs and a CD-ROM containing the official Korean War histories of the three sea services. All of these materials will be available to participating DoD and government activities, as well as to commemorative communities and schools.

Almost 50 years ago, as the people of the United States turned toward building a prosperous peace in the aftermath of World War II, the U.S. was again called upon to help combat unprovoked

aggression. The U.S., joined by 21 allies, committed its resources to fighting under extreme and difficult conditions, in order to ensure the freedom of a people not known to most Americans. Almost six million Americans served in uniform during the Korean War era, with over 1.5 Million serving in Korea or in the Theater of Operations. Many of those who served were World War II Veterans who left their families and the lives they were rebuilding to serve once again.

Almost 37,000 Americans died in Korea, 33,665 of them battle-related deaths. Over 8,000 of the dead remain either Missing in Action or were unidentified and U.S. wounded exceeded 103,000. There were over 140,000 Republic of Korea troops killed in action, with hundreds of thousands wounded. Tens of thousands of Korean troops are still missing. United Nations Allies suffered approximately 3,400 deaths with an estimated 11,900 wounded.

Most of those who survived returned quietly to rebuild the lives they had left, receiving little recognition for their service. Korea came to be known by many as "the forgotten war." Fifty years later, DoD sees it as its mission to thank and honor those who served, as well as their families.

For more information about the commemoration, planned national events, programs, products and suggested commemorative activities (including the commemorative community program), contact the international commemorations committee at DSN 664-0831 or Commercial (703) 604-0831. You can also visit the official website at <http://korea50.army.mil>.

### ***Korean War by the Numbers***

- The U.S. joined by 21 allies***
- Almost 6 Million Americans served in uniform***
- 1.5 Million served in Korea or in the Theater of Operations***
- Many soldiers were World War II Veterans***
- Almost 37,000 Americans died in Korea***
- Over 8,000 remain Missing in Action or unidentified***
- More than 103,000 Americans were wounded***
- More than 140,000 Republic of Korea troops were killed in action***
- United Nations Allies suffered approximately 3,400 deaths with an estimated 11,900 wounded.***

***--- Most of those who survived returned quietly to rebuild the lives they had left, receiving little recognition for their service. Korea came to be known by many as "the forgotten war." Fifty years later, DoD sees it as its mission to thank and honor those who served, as well as their families.***

# Defense Distribution Depot Oklahoma City, Oklahoma: a Study in Customer Service

United States military installations around the country, and even across the globe, have much in common. One would expect that. Tinker Air Force Base, outside Oklahoma City, Oklahoma is in many ways much like any other installation. Tinker, as it is commonly known, occupies some five thousand acres a few miles southwest of Oklahoma City. Tinker isn't the largest base in the system, nor is it the one with the highest population.

Distinctions of size go to Barstow, California (Marine Corps and Army - 641 thousand acres) and China Lake (Navy - 1.1 million acres). In addition, Fort Greely and Fort Wainwright (both in Fairbanks, Alaska) occupy some 1.5 million acres. In terms of employment, there are several installations with high levels of employment, both civilian and military.

The Naval Station, Norfolk, Virginia, for example, counts 55 thousand employees, most of which are servicemen and women. Fort Hood, Texas comes close to that record with 48 thousand, followed by Camp Lejeune, North Carolina with 44 thousand mostly military employees. Fort Meade, Maryland has 38 thousand mostly civilian employees. Fort Campbell, Tennessee has 26.5 thousand, with 23 thousand civilians. Tinker Air Force Base (AFB), then, with its total population of 25 thousand mostly civilian employees ranks right up there with other major installations.

In countryside that certainly is a symbolic representation of the West, Tinker has another distinction. Tinker AFB is named after Major General Clarence L. Tinker, a full-blooded native American of the Osage Nation. Tinker grew up near Pawhuska, Oklahoma and worked in the print shop of his father's newspaper, the Wah-Sha-She News, which he founded and published. In addition, Tinker attended two Indian schools, an Osage Nation boarding school in Pawhuska and the Haskell Institute, a well-known Indian school in

Lawrence Kansas.

A sprawling complex of buildings and airfields, the Tinker AFB of today, probably bears little resemblance to the Air Depot of years ago. One thing that is definitely different is that employees who provide typical depot supply support are now employees of the Defense Logistics Agency. Defense Distribution Depot Oklahoma City, Oklahoma was created, of course, in the wake of the 1990 Defense Management Review Decision 902. The transition took place over several years beginning in 1992 and ending in 1995.

From outside the Distribution system, one might have the impression that one depot is much like another. In reality, though, depot support has become more and more focused

over the years as each depot has evolved in a particular way to support its specific customers. In other words, each depot has unique qualities and properties forged by the needs of the customers it supports. The more the depot understands and responds to the needs of its customers, the more seamless is the support which is provided. DDOO is an example of a Defense Distribution Center depot's



seamless support.

Having said all of that, exactly what kind of mission and customers does DDOO support? One of the prime customers of DDOO is the Oklahoma City Air Logistics Center, one of five such centers run by the Air Force Materiel Command. Its main facility is the mile-long Building 3001, where much of the varied aircraft maintenance mission is performed.

As one might guess from the missions located at Tinker AFB, providing distribution support to this wide array of activities is not a simple task. DDOO's Central Receiving receives a variety of materiel every day. Included in those receipts might be new receipts purchased in bulk, as well as locally purchased items or small items. In addition, less traditional materiel might be bulk receipts of aircraft engines

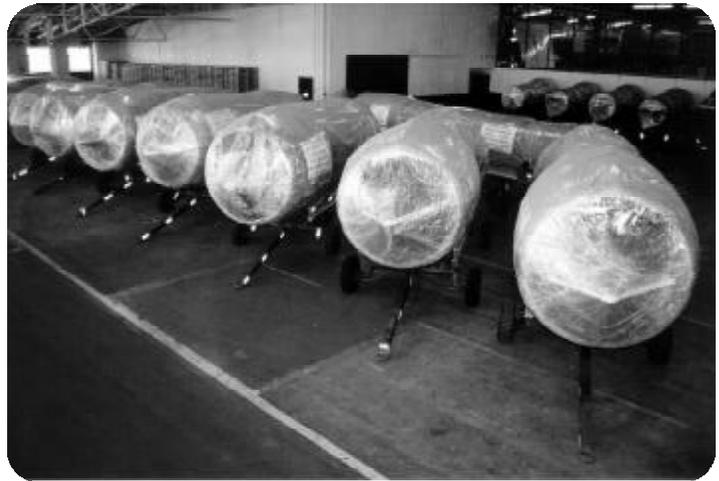
destined for rebuild or repair at one of the Tinker facilities, wing flaps, elevators or ray domes. Receipts could also include items such as uniforms, household goods and cups and anything else used on refurbished aircraft. Much of what is received at DDOO is received from carriers such as FedEx, UPS or RPS and put into storage. The remainder of what is received (18,000 items) is issued direct from Receiving to the customer. In addition to that which is going into storage or issued direct to the customer, DDOO also receives equipment turn-ins. As far as "Issues" are concerned, some of what is issued from DDOO goes in consolidated shipments to off base customers. The rest is issued to individual customers, both off and on base.

In addition to the workload which has been defined for some time, there is now an influx of work expected as the F100 workload transitions from Kelly AFB in Texas to Tinker. This transfer is occurring as a result of the pending closure of Kelly in a Base Realignment action. Jim Keeton, Receiving Branch Chief related how critical speedy support to the F100 mission is. "Sometimes the customer, who has visibility that the materiel is due in here at DDOO, will send some people over to help us speed up the process. We do everything we can to expedite processing," knowing that the customer is waiting specifically for this item. DDOO hits a high mark for receipts processed annually, receiving more line items than any other depot in the system.

Storage at DDOO also presents an interesting problem. With the Air Refueling Wing located at Tinker, refueling booms, the means for refueling jet aircraft while in the air, are received, stored, overhauled and issued at Oklahoma City. They are large, irregularly shaped pieces of essential equipment that must be protected throughout the entire depot storage, issue and transportation process.

The size, shape and variety of parts stored at DDOO is part of what makes its operation different than almost any other depot. As you travel the main corridor of Building 3001, there

are bulk packages of sheet aluminum which are being used to replace worn-out segments of air plane fuselages or wings. In addition, there are individual engine rotors and electronics in special packaging used to ensure safe transport due to its fragility factor. There are stabilizers for the B-1 Bomber.



There are engines both in "cans" and out. There are wings. Then there is the problem of what's left over after airplane repairs and refurbishments are complete. Whatever is not in condition to go back on the aircraft must either be sent to a contractor for re-work or turned in.

Ron Jolly, Branch Chief in the Small and Medium Bulk Storage Branch explained that, "Two level maintenance is what drives operations at DDOO. Some engines or equipment are received at DDOO that only need to be repaired. These items need to be repaired and be back in the field as soon as possible. Other items require complete repair or rebuild." A third category of items are those which the customer has decided should no longer be repaired, should be disposed of. This scenario has impacts for storage. The same type of engine could be found in several locations: inside storage, under protective wrap in sheds, outside storage for disposal items. Navy engines pose yet a third scenario, since they require special preservation and packaging and are stored in "cans" outside.

This means that any engine arriving at DDOO has to be evaluated for what kind of storage is needed. Automated records, which are available for each engine, tell its history and specify whether it should go to building 3001 for repair and test or to Building 3703 for maintenance, preservation and packaging. The transportation of engines is a major effort, as well. A widely varying quantity of jet engines might be received on any given day. DDOO is in the process of consolidating engines being stored in multiple locations to one. This will help to reduce on depot transportation, which is



accomplished through the use of tug-trains.

In addition to jet engines, there is communications gear, antennas, towers, chemical support to Air Force Maintenance operations, hydraulic stands for aircraft repair and hundreds of refueling booms per month. Chemicals are in open, roofed storage with dikes for chemical containment in the event of a spill.

Clearly DDOO's largest customer is the Oklahoma City Air Logistics Center, which accounts for a significant part of DDOO's business. Much of that is a result of the tremendous Preservation, Packaging and Marking workload of the center. Parts are received to be repaired, overhauled, preserved and packed. Non-serviceable parts go to the on site Defense Reutilization and Marketing Office for disposal. "Most parts received at DDOO are in high demand with narrow delivery time frames. The majority of work at DDOO is high priority work, and,

for us at DDOO, high priority means that work is accomplished in four to eight hours. One day processing is not enough to satisfy our customer," reports Bill Watkins, Deputy Commander at DDOO. "Jet engines are rebuilt here for the majority of aircraft flown [by the Department of Defense] today...and heavy aircraft require heavy parts." Aircraft skins, wingtips, pumps, tires.

Though workload trends at many depots are in a downward glide path, there has been a slight growth in DDOO's workload over the past seven years. In fact, said Watkins, "The Air Force's Lean Logistics (the stockage of the lowest possible levels of spare parts) has actually contributed to DDOO's steady, if moderate, workload increase. One other trend does hold steady, too, and that is the declining numbers of employees and the increasing average age of government workers. In spite of these trends, DDOO's record of supporting its customers is excellent.

Bill Watkins attributes DDOO's excellent performance overall with generally good relations with workers and unions.

The most dramatic recent changes in depot operations, says Warehousing Division Chief, Darrell Perkins, have taken place in the warehousing arena. Among those changes are moving active items closer to shipping; rewarehousing into more effective storage configurations; creating new storage space to accommodate new work being received for customers. Probably the most difficult task being asked of Warehousing personnel is to take on any additional workload with no increases in personnel.

Perkins explained some of the warehousing challenges. While it is important to receive certain items in a centralized location, the type of materiel being received warrants a flexible means of dealing with it. For example, when

*See DDOO, Page 19*

## ***Missions Supported by DDOO at Tinker Air Force Base***

### **The Air Logistics Center:**

**Directorate of Aircraft** provides management and maintenance support for the B-2, B-1 and E-3 aircraft in addition to several missile systems. They are responsible for repair, modification, overhaul and functional flight check of B-1, B-52, C-135 and E-3 aircraft as well as repair of the Navy's E-6 aircraft. The C/KC-135 Management Directorate supports eight major commands, the Navy, the National Aeronautics and Space Administration, France and Turkey. The Propulsion Directorate manages and maintains more than 18,000 aircraft engines for nine commands, including the F101, F108, F110, F118, TF30, TF33, TF41, J33, J57, J58, T64, F107 and F112 aircraft.

**The Commodities Directorate** overhauls and repairs engine, avionics and airframe accessories, constant speed drives, oxygen equipment, bearings, environmental controls and air-driven accessories. They work with life support equipment, parachutes, fuel cell bladders, electrical cable, sheet metal, fiber optics and advanced composite materials. In addition, the Directorate works with hydraulics, pneumatics, flight and engine instruments, inertial navigation systems and automatic flight control systems. They also direct annual repair, overhaul and manufacture more than 575 thousand aircraft and jet engine components.

**B-52 Management Directorate** is in the process of modernizing the B-52 to adapt it to changing missions.

**552<sup>nd</sup> Air Control Wing** operates most of the Air Force's E-3 fleet as an integral part of Air Combat Command and DoD operations. The wing oversees and coordinates logistical, combat support and program requirements for three unique weapons systems in the Air Force inventory. E-3, EC-135, and C-135 aircraft. The 552<sup>nd</sup> is the main operating unit for the Air Force's E-3 Sentry aircraft.

**The Navy's Take Charge and Move Out (TACAMO)** mission is located at Tinker.

**The 507<sup>th</sup> Air Refueling Wing** is located at Tinker and is a reserve unit designed to augment the active duty force as needed.

# Ten steps for the 'A-76ed'

By **Kathryn Kraemer Troutman**  
[ktROUTMAN@govexec.com](mailto:ktROUTMAN@govexec.com).  
Originally published in  
*Government Executive*. Web  
address: [www.govexec.com](http://www.govexec.com).

The buzzwords in government news these days are disturbing—outsourcing . . . base closures . . . A-76 . . . privatization . . . Here are some typical e-mails I get from scared and nervous federal employees:

**"Kathryn,**

So many installations within DoD are being 'A-76ed' and my workplace is no exception. Current management in my workplace does not put any value on education achievements or degrees conferred upon an individual and we're getting ready to reorganize again—how can I make myself more competitive in this environment? What is a 'win-win' way to handle this situation?"

**"Kathryn,**

In the Department of Defense, deep budget cuts, downsizing, reorganizations, analysis of core functions, business process reengineering and RIFs have taken their toll on employee morale and organizational efficiency. The story isn't change, it's here and now. What should I do first, second and third to keep a job and my sanity?"

**"Kathryn,**

I've been jerked around long enough, with innuendos and rumors. What should I do to get ready in case a reduction-in-force really does occur in my agency in the very near future?"

I think it's time to get ready to look for another job, just in case. The writing is on the wall, as they say. Here is a list of 10 action steps for the "A-76ed":

## Research:

1. If your organization is competing with contractors, find out who the contracting companies are. Look them up

on the Internet. Ask questions about their employment requirements. It's possible that you might have to work for them instead of the government. I know that's not a first choice, but you do need to pay the mortgage.

2. Look up the employment advertisements on the contractors' Web sites. Find the job advertisements for your job (or what could be your job). Print out the advertisements. Read them for the key words and duties and responsibilities. You're going to need this language when you write and update your federal resume.

3. Start looking up federal jobs on the Internet right away. Start looking at the duties and responsibilities and the knowledge, skills and abilities (KSA) requirements. Find agencies located in your region and look for jobs that are available. Even if you're not ready to apply right now, start reading, thinking and gathering data. Print the job vacancies.

4. Find out what kind of resume format you need in your region. You might need an electronic, or Resumix, format for Navy, Air Force or Army regions. If you're applying to other government agencies, you'll need the federal resume format.

5. Consider my book, *The Federal Resume Guidebook*, or any other resource on resume writing—electronic or other. Converting your SF-171 into a resume is a writing challenge that can take 20 to 40 hours, depending on your dedication to the project. Don't get depressed, just get ready to spend the time. This is your next career.

## Compile and Update:

6. Dig out your SF-171, position descriptions, evaluations, letters of commendation, resumes and anything on paper about your career accomplishments.

7. Start updating. Start a new word processing file and write in all of the updated information that is not in your current SF-171 or resume. You do not need to use a particular format at this time; just start writing the updates. The updates should include additional positions (and all of the details required by government), training, awards, details, presentations, publications.

## Write Your Resume:

8. Write a draft of your new resume. Write the resume before you find the perfect announcement. You might have

to write more than one version. You might need a 5-page Navy Resumix resume and a 3-page Army resume and a federal resume for other agencies. I'm not kidding. There are several versions of resumes in government now!

9. Get a friend or an editor to critique and review your resume.

10. Keep your eyes and ears open in case the time is near to start searching for a new position. If you wait until the announcement arrives, you will be worried, stressed and unable to capably handle the task of writing a competitive, professional and positive resume.

You will land on your feet if you're prepared. Get help if you need it. Change will occur whether you're ready or not. I hope this list helps. My Web site could help too. Visit it when you have time at [www.resume-place.com](http://www.resume-place.com).

*Kathryn Kraemer Troutman is the author of four books on resume writing, she is a popular and highly-motivating trainer in government and civilian military organizations, and is an avid Web site producer and communicator. Kathryn's main site, [www.resume-place.com](http://www.resume-place.com), was first published in 1995. Kathryn has been an entrepreneur for 28 years and has 3 college-age children. The Career Corner column is dedicated to encouraging readers to take control of their careers and their future.*

## Ten Steps for the A-76'ed:

**1. Who are the players?**

**2. What jobs are being advertised?**

**3. What Federal jobs are available?**

**4. What kind of resume can be used?**

**5. Read resume guides.**

**6. Gather material from your files.**

**7. Polish your SF-171 for Federal Applications**

**8. Draft a resume.**

**9. Have a colleague or mentor critique the resume.**

**10. Keep your eyes and ears open.**

# Defense Distribution Depot Corpus Christi, Texas

## DDCT Athletes Run Beach to Bay

The 25th annual 'Armed Forces Day Beach to Bay' Relay Marathon, one of the largest races of its kind in the United States was run Saturday, 20 May 2000 in Corpus Christi, Texas. This year's race attracted a record 1,310 six member teams. Among them, were two teams from the Defense Distribution Depot Corpus Christi. Depot team members; Team 1—Bob and Frances Rosarius, Duke and Carolyn Earwood, Art Gutierrez and Glenn Rogers; Team 2—Robert Andrade, Joe Vela, Johnny Contreras, Ricky Pettyway, Kevin Persels and Richard Gonzales. I am happy to report that all twelve survived.

Beach to Bay (as it is known) has its roots in the military. It was started in 1976 by a Naval Officer stationed at the Naval Air Station Corpus Christi as an observance of Armed Forces Day and the Bi-Centennial Celebration. The original race consisted of 250 runners. Team size and distance each runner ran was not specified. In subsequent years, a lot has changed. The race now consist of six legs, each approximately 4.4 miles long, starting on North Padre Island and making its way toward the Corpus Christi Bayfront. The fourth leg of the race runs through the Naval Air Station and hands off to the fifth leg runners near the north gate. Military personnel volunteer their assistance at the hand off point. The race ends at Cole Park on the bayfront where runners are rewarded with a party consisting of pizza, beer, soft drinks and live music.

The race route is always challenging especially with the mid May heat factored in. This year, DDCT's teams, along with 1,308 other teams had to contend with some unexpected challenges. In the early morning hours and continuing through the first leg of the race, the area was hit with a drenching rainstorm. This turned the first leg, already a challenge as it is run on the beach, into a major mess and put other areas underwater, making flexibility the order of the day. In true form, the runners and race officials met the challenges and this year's Beach to Bay was considered one of the best ever.

The money raised by Beach to Bay benefits the Special Olympics.



# DDCT Acknowledged for 'Return to Service' Project.

In November 1999, the Army Aviation and Missile Command (AMCOM) issued Safety of Flight messages effectively grounding the AH-64 (Apache) Helicopter fleet worldwide due to concerns surfaced related to the transmissions and the hanger bearing assemblies. AMCOM first considered using a commercial source for its 'Return to Service' project, but was unable to find a vendor who could provide support prior to May 2000. AMCOM then turned to the Corpus Christi Army Depot (CCAD) and the Defense Distribution Depot Corpus Christi (DDCT) who immediately joined the AMCOM War Room's project for the Apache fleet. Daily teleconferences were held to coordinate the processing of returns from field activities, processing the items through maintenance, and their subsequent shipment back to the users by DDCT.

DDCT expedited the receipt of unserviceable AH-64 transmissions and hanger bearing assemblies, processing them to record and delivering them to the maintenance activity (CCAD) within three hours or less of receipt. Likewise, serviceable assets coming back from CCAD were packaged and shipped by close of business on the day of receipt regardless of the time they were received. Most incoming and outgoing shipments of transmissions were airlifted via Army National Guard C-23B Sherpa Cargo Aircraft. DDCT supported the airlifts by performing all loading and unloading operations for the aircraft.

A significant distribution problem DDCT addressed was the worldwide shortage of reusable metal containers for the transmissions. DDCT fabricated PPP-B-601 wood crates in accordance with AMCOM drawings, modified by DDCT to



*Representatives from the AMCOM War Room visit DDCT Transportation personnel to express their appreciation for the outstanding support DDCT provided to the project. Pictured; Mr. Dennis Urhan, Chief, AH-64B Team and Ms. Louise Ystueta, C,Mobilization/Munitions Team*

provide superior blocking and bracing. These crates made another significant contribution to the 'Return to Service' program — they were considerably smaller and lighter than the reusable containers — resulting in the C-23 aircraft being able to carry six transmissions vice only three in the metal containers. The number of shipments required was reduced, while simultaneously improving customer service, and reducing costs.

In total, 427 unserviceable transmissions, 298 aft hanger bearing assemblies and 293 forward hanger bearing assemblies were received and forwarded to CCAD. After maintenance was performed by CCAD, the items were packaged and shipped by DDCT to military units around the world. DDCT's innovative support played a vital role in getting the Apache fleet back in the air.

In recognition, the Deputy Under Secretary of Defense for Logistics, the Army Chief of Staff, the Army Vice Chief of Staff, and the Commanding General of the Army Materiel Command made visits to Corpus Christi to personally thank depot employees for their outstanding support of the 'Return to Service' project.



*During his visit to Corpus Christi, Army Chief of Staff, General Eric Shinseki (right) "coins" DDCT Deputy Commander, Mr. Robert Rosarius, as DDCT Commander LTC J. Douglas Serrano looks on.*

**--- DDCT fabricated PPP-B-601 wood crates in accordance with AMCOM drawings, modified by DDCT to provide superior blocking and bracing. These crates made another significant contribution to the 'Return to Service' program — they were considerably smaller and lighter than the reusable containers.**

# Defense Distribution Depot Susquehanna, Pennsylvania

*Team ingenuity wins DDSP-CT the DLA Scissors Award*

## Electronic Tracing Improves Service

Warehousing Division V West, DDSP-CT Troop Issue, has been unitizing Tray Ration (T-Ration) and Bulk Ration (B-Ration) meals since the program's inception in the middle 1980's. DDSP unitizes 50 percent of the annual T-Ration requirement, while Defense Distribution Depot San Joaquin, California (DDJC) unitizes the other 50 percent. Defense Distribution Depot Memphis, Tennessee (DDMT) unitized B-Rations until its closure when the entire mission was transferred back to DDSP.

Three DDSP employees automated a process to protect our troops more quickly against recalls of defective ration components. By creating the capability to identify and have visibility of all ration components and end items, they met the criteria of the Defense Logistics Agency Scissors Award. Team members - Gregory Palese, Robert Pontius, and Marilee Cavrich - were nominated and won the Scissors Award on December 7, 1999.

Throughout the history of the T-Ration and B-Ration Unitization mission, and the more recent Unitized Group Rations (UGR) Unitization mission, traceability of components and products has been a labor intensive, manual process. Traceability is required to ensure that wholesome products are provided to the soldier. In case of a manufacturer's recall or ALLFOODACT (U.S. Army Veterinary Corp Recall), product could be traced and consumption prevented. Several vendors, as well as DLA programmers, looked at automating this process but could not develop anything that would directly link with the Distribution Standard System (DSS).

The team developed spreadsheets of all menus, identifying all components within a particular meal. When the meal is unitized all information including Date of Pack (DOP), manufacturer lot number, stock number, nomenclature, contract number, and quantity are entered into the spreadsheet.



*General Doornink, DDC Commander, presents the DLA Scissors Award to DDSP Warehousing Division V - West. Pictured left to right: DDSP Commander CAPT Kenney, Robert Pontius, BG Doornink, Gregory Palese, Marilee Cavrich, DDSP-C Division Chief Andy Leitzel*

When the build is completed the Depot staff assigns their own lot number to the new item and receipts the quantity in DSS. After all annotations have been made and necessary updates are posted, the completed spreadsheet is electronically transmitted to the appropriate item manager at the Defense Supply Center Philadelphia (DSCP). Records produced by this process are electronically maintained and stored on backup disks.

The next phase of this endeavor was to provide the DSCP item managers access to DSS and train them in using DSS along with the completed spreadsheets. This group developed a Standard Operating Procedure (SOP) providing guidance for the item managers to access and retrieve all needed information. The DSCP item manager is the first point of contact when manufacturers recall products or when customers or the US Army Veterinary Corp identify deficient product and submit an ALLFOODACT. The item manager can then, through DSS, identify on-hand inventory at the depots and freeze those assets, determine to whom material has been shipped, and notify those impacted customers.

Under the previous system, this process could have taken

**In fiscal year 1999,  
DDSP-CT unitized:  
2,820 pallets of Tray Rations,  
providing 1,218,240 soldier meals;  
8,211 pallets of Unitized Group Rations,  
providing 3,284,400 soldier meals;  
10,512 pallets of B-Rations  
providing 2,102,400 soldier meals.**

days and numerous man-hours by combing through volumes of manual records. During that part of the process, there was a high risk that soldiers could consume food products that may be unwholesome. The new procedure now takes only hours and sometimes minutes thereby reducing the risk to soldiers.

The team coordinated all of their efforts with key personnel at DSCP and trained the item managers, on location, in DSS and the SOP. Also, included in this process were veterinary personnel at DDSP and the DSCP. This endeavor, applauded by DSCP, was well received. Requests were made to the

Defense Distribution Center (DDC) to implement the same procedure at DDJC, allowing the DDC and DSCP to have one recognized traceability program for the unitization of Tray Rations, B-Rations and Unitized Group Rations.

The above mentioned employees are to be commended for their ingenuity and steadfastness in developing this traceability program. The confidence and needs of the customer were paramount to any other concerns. Implementing an electronic tracing process increased customer confidence that food rations are wholesome and fit for consumption. Customer service improved by reducing research time and improving the speed of communication.

# DDSP Captures Environmental Programs Award for DoD

Each year the Secretary of Defense honors installations, teams, and individuals for outstanding work in DoD environmental programs. They present 17 environmental security awards within six categories, including: Natural Resources Conservation, Cultural Resources Management, Environmental Quality, Pollution Prevention, Recycling and Environmental Cleanup.

Since 1962, the Department of Defense (DoD) has recognized outstanding work in the conservation of natural resources. These resources are managed in such a way as to support the military mission, protect our national heritage, and promote quality of life. In addition, DoD recognizes outstanding work in the management of cultural resources by protecting historic buildings, archeological sites, and Native American items and sites, as the department supports the military mission.

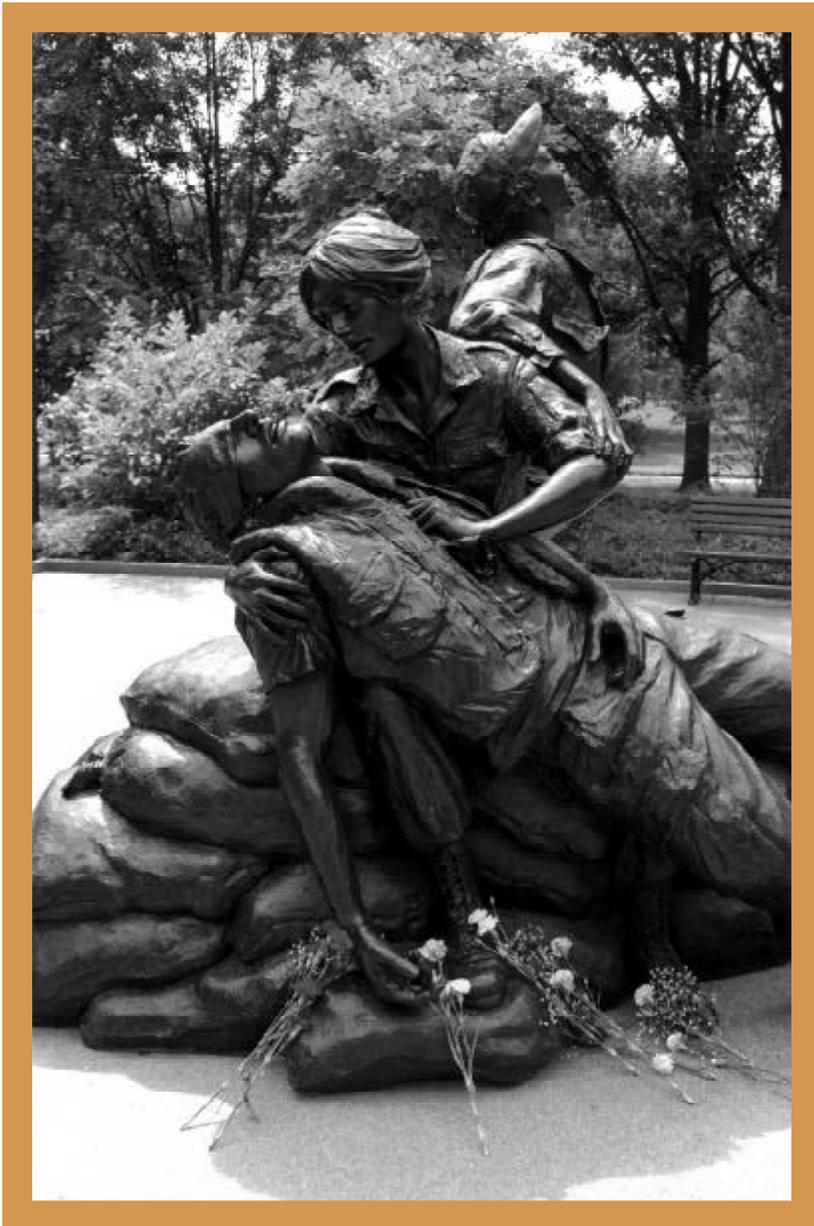
Recognition of work to control air, water, land and noise pollution began in 1973 with the Environmental Quality Award and continued with the institution of the Pollution Prevention Award in 1993. This award recognizes outstanding work to reduce pollution at the source by reducing the use of hazardous materials and conserving raw materials, energy, and water.

In 1994, the department began recognizing efforts to avoid landfill use and associated costs, and to create new products from recycled materials. Also begun in 1994 was the recognition of superior environmental cleanup efforts. Award criteria focus on acceleration of cleanup efforts, the use of innovative technologies and developing partnerships. All of these techniques are used to remove threats to human health and the environment caused by past operations on DoD lands.

Defense Distribution Depot Susquehanna Pennsylvania's recycling



See Environmental, Page 19



# Memorials, New and Planned

## Vietnam Women's Memorial

Groundbreaking for the Vietnam Women's Memorial took place on July 29, 1993. Vice President Al Gore was the principal speaker at the dedication of the completed memorial on Veterans Day, November 11, 1993.

Authorized in November 1988, the memorial was to be included within the area of the Vietnam Veterans War Memorial, and was intended to honor the more than 10,000 women who served in the Vietnam conflict.

The memorial features an heroic-size, bronze sculpture depicting three Vietnam Era women and a wounded soldier. It was sculpted by Glenna Goodacre. The statue is situated in a grove of trees overlooking The Wall. Landscape architect George Dicky designed the site. Diane Carlson Evans, RN, founder of the sponsoring organization, was an Army nurse during the Vietnam War.

States J. Carter Brown, Chairman, Washington, D.C. Commission of Fine Arts and former Director of the National Gallery of Art in July 13, 1993: "Glenna Goodacre has created a dramatic and moving work. Rather than drawing on a single moment in time, her sculpture provides a metaphor for war as experienced by those whose heroic contributions have been so often ignored. This bronze brings to life the urgency and pathos of the fields, as well

as the searing introspection that continues long, long after.

When the Vietnam Veterans' Memorial was dedicated in 1982, it had been several decades since any new monuments had been added to what can arguably be called the heart of the nation's capital. Since then new memorials have been added and others are planned. New memorials are both large scale as well as intimate projects. New memorials have been authorized by Congress and constructed or are in the planning stages to be financed privately. While recognizing the value and need for memorials on a national scale, Congress has also recognized the need to place limits on what can be added to a finite amount of public space in the city.

### **Commemorative Works Act**

Public Law 99-652, the Commemorative Works Act, approved November 1986, recognized the limits of open space in the monumental core area and environs of Washington, D.C., and provided standards for placement of new works on Federal land under the jurisdiction of the National Park Service and the General Services Administration. The Act ensures that the contributions of persons and events of lasting or pre-eminent historical significance to the Nation are appropriately honored.

The Act delegated review and approval authority to the Commission of Fine Arts, National Capital Planning Commission and the Secretary of the Interior on new memorial locations and designs. The Act stipulated that legislation must be enacted to authorize placement of a monument on lands identified within the Act. In 1991, the time limit for establishing a memorial under a single authorization was extended by amendment to the Act from 5 years to 7 years.

## Glenna Goodacre Comments on her Sculpture:

--- *“Beyond the purpose of honoring the women who served during the Vietnam War, the bronze is designed to be true sculpture in the round,”* writes Goodacre. *“The triangular composition of four figures is interesting from all sides, with the standing woman at the apex, visually uplifting the entire piece.”*

--- *“I strived to join the figures into a mass creating a solid statement without the interruption of negative spaces. Too, the women who served worked closely together. In this memorial their closeness is exemplified by the proximity of the figures themselves. Sandbags provided the ‘furniture’ of war, and I’ve included them to form a natural base, connect the figures and add volume to the sculpture.”*

---*“The surface is textured and details of uniforms minimized to direct the viewer’s eye to the expressive hands and faces. References as to who the figures are and what their roles were are intentionally vague, creating opportunities for interpretation for each viewer.”*

## New Memorials Update

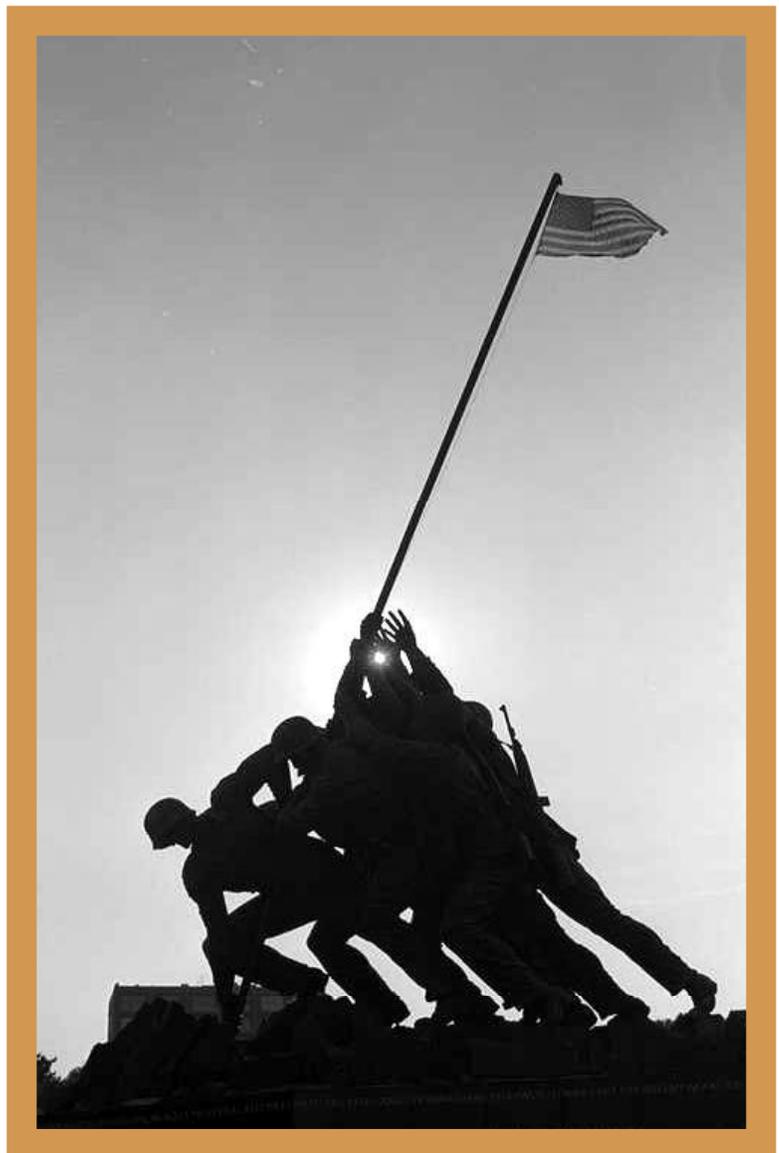
**The following memorials have been authorized by Congress and the President, but have not been completed:**

- African American Civil War Memorial
- Air Force Memorial
- Benjamin Banneker Memorial
- Black Revolutionary War Patriots Memorial
- Martin Luther King Memorial
- Memorial to Japanese American Patriotism in World War II
- Memorial to Thomas Paine
- National Peace Garden
- World War II Memorial

**The following memorials have been completed and dedicated:**

- Vietnam Women’s Memorial
- Francis Scott Key Memorial
- Korean War Veterans Memorial
- Franklin Delano Roosevelt Memorial
- Women in Military Service for America

More information on new national memorials can be found on the internet at:  
<http://www.nps.gov/ncro/PublicAffairs>



## Defense Distribution Depot San Joaquin, California

DDJC's Quality Shipping Quality Circle was honored at Defense Logistics Agency headquarters on December 2 for having the most suggestions approved. The six-member group, who works in the Packing and Shipping Branch at Tracy, had eight suggestions adopted in 1998.

DLA Director Lt. Gen. Henry Glisson presented the award in a ceremony recognizing DLA's most outstanding personnel in several different categories. The Quality Circle is composed of Frank Rojas, Donald Hamilton, Wayne Butler, Bud Hagens, Tim Travis and Diana Escobar.

This is the second time in three years the team was recognized at the DLA Employee Recognition Program for having the most suggestions approved. In 1997 their Quality Circle had 15 suggestions approved.

"We have 15 suggestions approved already for 1999," said Rojas. "We think we have a pretty good chance at having the most suggestions approved again."

The group has been together since 1993 and meets every Friday to discuss improvements to their work area.

Among the suggestions adopted were: installation of mirrors at cargo doors; painting location numbers on overhead runners in Whse 16; applying non-skid coatings on ramps; applying non-slip surfacing in the FedEx loading area; placing multi-colored fire extinguisher placards above the fire extinguishers; replace metal security seals on truck doors with plastic seals; attaching two pallets together to accommodate oversized material being shipped; using larger, bolder letters for packing labels.

The cash awards the group received for their ideas ranged from \$125 to \$250 for each suggestion.



*The Quality Shipping Quality Circle from DDJC that earned DLA recognition for having eight suggestions adopted, the most from an individual or group in 1998 are pictured from left: Bud Hagens, Tim Travis, Frank Rojas, Donald Hamilton, Diana Escobar and Wayne Butler.*

## Sal Guillen on US Postal Service Stamp

Sal Guillen, the DDJC Material Handling Equipment drivers license certifier joined the ranks of the Beatles, Martin Luther King, the Green Bay Packers, Roger Maris, and several other major personalities and events of the sixties. The occasion was a special issue 33

cent U.S. Postal Service stamp series that celebrates the 1960s.

Guillen was pictured in a classic 1968 photo from Vietnam that shows him jumping out of a helicopter hovering a few feet above the ground. At that time he was a corporal in the Army's air cavalry.

"It is a great honor to have that picture selected to represent that era," said Guillen.

A combat photographer captured the action on film that was widely used to depict combat action dur-



ing the Vietnam War. An 8 x 10 faded copy of the photo hangs in his office at the MHE Training Center.

"That picture pops up all over," noted Guillen. "It is in history books, Army recruiting material, and the Veteran's Bureau hall of records." Guillen learned of the stamp when Christian Fox, a stamp collector presented him with a copy of the special issue stamp encased in a glass framed display.

Fox, who works in the Warehousing Division, gets advanced notification of stamps prior to issue. He remembered seeing the photo hanging at Guillen's desk and talking to him about it.

## Unusual Partnership Characterizes San Joaquin Land Use

One of DLA's assets you will not find in the annual report is 460 acres of prime farmland in Northern California's agricultural rich San Joaquin Valley. The parcel of land is part of Defense Distribution Depot San Joaquin and produces tons of walnuts, baby lima beans, sugar

beets, safflower and other crops annually.

The land is leased to Philip Martin Farms, which also manages another 640 acres nearby. The lease came about when groundwater contaminated with common cleaning solvents stored in 55-gallon drums at the depot during the 1960's seeped into the groundwater just below the earth's surface. Irrigation pumps were pulling the plume of contamination away from an air stripping tower that separates the contaminants from the water. In 1991 the state of California stepped in to shut down agricultural water pumps on the land. Ultimately the property was purchased for \$6.5 million in 1993 by DLA's real estate agent, the Army Corps of Engineers, who manage the lease.

"I call it a maintenance lease," said James Roberts, a DDJC engineer who works on real estate issues. The tenant keeps the weeds knocked down and pests under control. DDJC's security force patrols the property, and depot environmentalists monitor another air stripper built in 1998 on the annex to speed the groundwater cleanup. The lease stipulates that groundwater cannot be used for irrigation. Water must come from elsewhere.

Martin, whose family began farming the area 70 years ago, has about 7,000 walnut trees on 150 acres. The other 310 acres are used for row crops. In 1999, he grew 200 acres of safflower and 100 acres of baby lima beans. In 2000, he intends to on plant sugar beets in addition to the safflower and lima beans.

"You just have to sit down at the computer with a spreadsheet to see what works," noted Martin.

Martin sees crop selection not just a matter of what is the most productive. He also takes into consideration what is good for the land. Instead of burning branches pruned from the walnut trees, the branches are shredded and worked into the soil.

Walnuts from the 7,000 trees are sold to a processor who shells the nuts and markets them to foreign countries notably Japan.

"Walnuts were very good a few years ago," said Martin. "The last two years, however, they were terrible." He cites a



*See Land Use, Page 19*

## More from DDJC

# DLA Director Opened Warehouse 28 Addition



*DLA Director LTG Henry Glisson officiated at the ribbon cutting ceremony last December for the opening of the hazardous storage addition at DDJC. The 68, 000 square feet addition doubled the former capacity of the building and enables all hazardous items to be stored in this warehouse marking a significant milestone as the depot transitions to its new alignment under Distribution Center 2000. Pictured from left at the Whse 28 addition ribbon cutting are; David Ennis, Director of Mission Operations; Joan Cannon, Chief of the Hazardous Secure Branch; COL John Marx, Depot Commander; LTG Henry Glisson, DLA Director; COL Michael Walsh, Commander of the Army Corps of Engineers' District Sacramento; AZ Gonzales, ACOE resident inspector; and Rod Tatman, Chief of the Facilities Engineering Division.*

### World Environment Day

By resolution, the United Nations General Assembly on December 15, 1972, designated June 5 as World Environment Day. That day was chosen because it was the opening day of the Conference on the Human Environment held in Stockholm. This later led to the establishment of the UN Environment Program (UNEP). Twenty years thereafter, the Assembly convened the Council on Environment and Development (UNCED) in Rio de Janeiro, where nations came together to rekindle the hopes of the 1972 Conference and to take up the challenges of a viable and equitable balance between environment and development and a sustainable future for the earth and its people.

**Land Use,  
Continued from Page 17**

record crop coupled with Japan suffering economic woes, which consequently drove up the price they had to pay. The result was plenty of walnuts with few customers.

Martin hopes to continue farming the depot annex, adding different crops and building business relationships with various agencies and regulators involved in the lease.

"I sure know more about the government and groundwater remediation than I ever did before," added Martin.

The arrangement is a 'win-win' situation for both Martin and the depot. Martin keeps the land in production while leasing the property and thereby reducing the government costs of being landlord. At the same time DDJC is able to continue cleaning up the environment.

**Environmental,  
Continued from Page 13**

program includes 21 different items and commodities, including cardboard, paper, metals, lead-acid batteries, glass, plastics, wood, oils, and antifreeze. Through its recycling program, the Depot reduced its solid waste generation by 10,017 tons from FY 1997-99. The National Partnership for Reinventing Government designated the Depot as a reinvention laboratory. In partnership with Smurfit-Stone Container Corporation and Palletronix, Inc, the Depot developed a collapsible, reusable cardboard shipping container, called the Pollution Prevention Pack or P2 Pack, which military customers can readily return for reuse. The Depot also initiated the use of 100% recycled content cardboard shipping boxes and innovative packaging materials such as *Sus Wrap* and *Enviromold*, which the military can use in place of foam. The Depot has also won two vice presidential "Hammer" awards" and a White House "Closing the Circle" award in recognition of its recycling program.



**DDOO,  
Continued from Page 8**

aircraft engines are being sent to DDOO for turn-in, it makes sense to treat the receipt differently from maintenance shipments. DDOO entered into an agreement with the local DRMO to receive daily shipments so that engines and other large aircraft components bound for disposal did not have to take up scarce storage space on the depot side. In another customer focused initiative, DDOO worked out a process whereby engines returned to the depot for turn-in had funds quickly loaded to maintenance accounts to ease the purchase of new parts.

At Tinker Air Force Base, you might receive an unusual suggestion, "Meet me at Hollywood and Vine." Now to the rest of the world, Hollywood and Vine is a famous intersection in the movie capital of the world, where, during Hollywood's golden age, it was the home of many famous nightclubs, theaters and restaurants. At Tinker, an invitation to meet at Hollywood and Vine refers to an intersection inside Building 3001. Inside this mile long, immense building filled with repair shops, sophisticated machinists tools and many aircraft in various states of being rebuilt, it refers to an intersection as well. It is a flag lined corridor leading from the entrance of the Air Logistics Center to a display area where visitors are often taken for a brief look at the facility.

On a visit to any DDC depot, one might have certain expectations about what one will find. Some negative perceptions might persist from the old days of overstockage and underutilization of equipment and personnel. What one sees today, however, is a new reality. At DDOO, for example, one is struck with the many examples of how the depot now interacts with its customers and supports customer needs. The relationship DDOO has to its customers, both on and off the installation is a seamless one, one with no definite beginning and end. It is, in every way, an interactive partnership between two agencies that work out what is needed and find ways to accomplish the work required. Meet me at "Hollywood and Vine" and I'll show you how it all happens.

# Defense Distribution Depot Red River, Texas

## Forklift Exchange/ Sale Takes Place at DDRT

Defense Distribution Depot Red River recently hosted a sale of 30 non-excess forklifts that were either obsolete or in a state of disrepair.

According to DDRT employee Joe Lewis, "The sale consisted of forklifts pulled internally due to downsizing and poor utilization." John Haunstein of the Defense Distribution Center (DDC) recommended that Defense Distribution Depot Red River (DDRT) exercise the Exchange/Sale authority (DoD 4140.1-R) which allows for the sale of non-excess equipment as long as the proceeds are used to purchase the same or similar equipment.

DDC has partnered with the Defense Reutilization and Marketing Service (DRMS) in order to make the Exchange/Sale a successful venture in the sale of forklifts. DRMS manages all of the advertising, sales contracting, payment collection and accounting for the DDC Exchange/Sale Program.

The forklifts were staged at a central location in order to provide potential bidders from the general public the ability to easily view all of the equipment. The DDRT Mechanical Repair Section (forklift shop) employees did a good job cranking the forklifts for prospective bidders. The dock personnel, DDRT Receiving, Storage, and Issue Section, provided excellent support loading the forklifts after the sale.

According to Lewis, who works in the Installation Services Branch of the Depot Support Office at DDRT, "The success of this venture is due to the teamwork between DDC, DRMS, and DDRT." "Thanks to all of the participants, this sale generated almost \$40,000 of proceeds that will be used to purchase replacement forklifts. The Exchange/Sale Program is a useful tool in providing funding towards meeting equipment requirements at a time when every department is experiencing budget cuts.



*FORKLIFT SALE -- Defense Distribution Depot Red River (DDRT) employee Joe Lewis (right), is shown checking forklifts with David Bishop of Newton, Texas. Bishop was one of the many customers who visited the DDRT depot to purchase forklifts which were being sold by Defense Logistics Agency (DLA) at the DDRT depot. The sale of the forklifts directly benefit DDRT and the Defense Logistics Agency. According to Lewis, the forklift sale was a success.*

## "Safety Buck" Store a Hit with DDRT Employees

"Last year, LTC Randall J. Bockenstedt, Commander at Defense Distribution Depot Red River (DDRT), wanted to do something to stress "SAFETY" throughout the DDRT workforce. He came up with the idea of giving out "Safety Bucks" when employees help to prevent accidents and/or recognize unsafe activity or work areas. Employees can earn safety bucks by recognizing unsafe work areas or by just being safe in their own work habits each day.

The safety buck store was set up in the south end of Building 552 and stocked with nice shirts, caps, bags, lunch kits, maglites, and many other nice useable items. Teresa Haney, who works in the Physical Inventory Branch of Inventory Integrity Division at DDRT, was the first employee to purchase an item from the "Safety Buck" Store - with safety bucks earned at DDRT.

Teresa was given her purchase by Betty Bevers (DDRT-XA), who is in charge of the "Safety Buck" store for DDRT. Dinah Sams assists Betty Bevers in the Safety Buck store, which is open -- 12:30 ti until 3 p.m. -the first Wednesday of each month.

For her first purchase with earned safety bucks, Ms. Haney purchased an umbrella. Earning "Safety Bucks" encourages DDRT employees to be "SAFE" on the job at DDRT. Employees earn safety bucks by locating and pointing out unsafe work locations and or activity at DDRT. Employees can also earn safety bucks by attending safety meetings.

The word "Safety " is very important at DDRT and employees are encouraged to do everything they can to make DDRT a safe place to work.



## Dr. Martin Luther King, Jr. Observance Held

Defense Distribution Depot Red River, Texas (DDRT) hosted its sixth annual Martin Luther King, Jr. observance, Friday January 14, 2000. The event was held at 10 am in the School of Engineering and Logistics Auditorium. A luncheon followed the observance. Ms. Dorothy Henderson of Ashdown, Arkansas, was the guest speaker for the event. Ms. Henderson is a graduate of East Texas State University and teaches mathematics at Kennedy Elementary School in Texarkana, Texas. Her topic during the program was "Helping Somebody" which was the theme of the observance this year. The speaker stressed all of the good ideas that Dr. King spoke on and dreamed about all of his life.

According to DDRT employee, Brenda Watson, "The event endeavors to continue with the values that Dr. King exemplified throughout his life. We always look forward to this event." "I would like to thank the DDRT Commander and his staff for their support and assistance with this annual event." Ms. Watson continued, "Our sincere appreciation goes to the committee for their hard work, perseverance, dedication and commitment toward these goals."

Dr. Martin Luther King, Jr., a civil rights leader, was born in Atlanta, Georgia, on January 15, 1929. Dr. King attended Booker T. Washington High School in Atlanta and at the age of 15 entered his father's alma mater, Morehouse College. He was ordained by his father in 1947. He graduated from Morehouse in 1948 and entered Crozer Theological Seminary in Chester, Pennsylvania. He graduated in 1951 with the Plafker Award as the most outstanding student and the Crozer Fellowship for graduate study.

Dr. King chose to continue his study with two years of philosophy at Harvard and received his Ph.D. in Philosophy from Boston University in 1955.

Dr. King was known as a man who dedicated himself to love and peace for all mankind regardless of race, creed or color. He received the Nobel Peace Prize in Oslo, Norway, on December 10, 1964. This award was a tremendous recognition for his non-violence philosophy in the civil rights revolution. He was 35 years old, the youngest man to ever receive this award.

In 1968, Dr. King was the victim of an assassination in Memphis, Tennessee. 150,000 people attended his funeral held at his father's church in Atlanta, five days later.



# Defense Distribution Depot Anniston, Alabama (DDAA)

## Overhead Conveyor System Removed at DDAA Yielding High Dollar Savings

### \$\$\$avings

One (1) manyear for Millwright (\$139,360) support to  
to host installation  
Two (2) WG-09 conveyor operators (\$58,032)  
Utilities Cost (\$250,000)  
Parts and maintenance (\$50,000)

**Total Annual Savings: \$497,392**

The contract for the removal of the power & free overhead conveyor system, which was installed in 1974, was awarded on September 28, 1999. Work started on October 18, 1999, by cutting off and removing all electrical conduit, wires, and fuse boxes. By October 23, 1999, the electrical portion was out of the way, and the removal of the iron portion, which included all support I beams, mezzanine flooring, electric motors, and controls began. The majority of the system consisted of a single level of overhead track and chain, approximately 8 feet above the floor, with a two story mezzanine section of overhead track and chain, approximately 16 feet above the floor. This equates to approximately 7500 LF of chain, plus 300 tote pan handling carriers.

Special precautions were taken because of the lead based paint on the structure. In order to maintain safety for the regular employees working throughout the building, the working hours for the contractors were 1700 to 0330. The contractor had to secure the conveyor system each morning before leaving the site to provide a safe work area for the DDAA employees. Work was completed just before the Christmas holiday without any safety violations or injuries to either the contractor or DDAA employees.

After dismantling the system, DDAA reclaimed 50,098 gross square feet for storage.



# DDAA Employee of the Quarter

Vanessa Rose, a Material Examiner & Identifier from Defense Distribution Depot, Anniston, Receiving Branch, Distribution Division #1, has been chosen as the DDAA Employee of the Quarter for the Fourth Quarter of FY99.

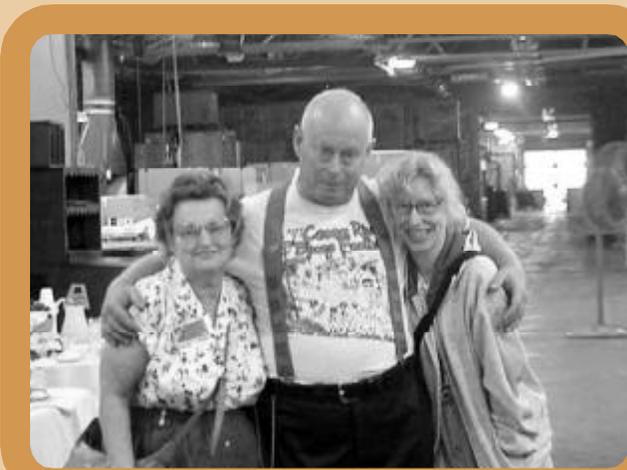
Ms. Rose recognized her branch was shorthanded and took it upon herself to process incoming new procurement (4,240 receipts), maintenance returns (560) and field service receipts (480) when not inspecting material.

Ms. Rose has also been instrumental in training her co-workers in the Standard Army Automated Contracting System (SAACONS), which is involved in processing the local procurement receipts. Approximately 1,100 receipts were processed from May 1999 to present. From the 1993 inception of the Base Operations Support System (BOSS), Ms. Rose took control of the receiving portion of this program and worked it to perfection. Because of the high dollar value associated with purchases (computers, furniture, tools, safety shoes, etc), she insured that each incoming receipt was processed and safe guarded in a timely fashion.

Also actively involved in her community, she has participated in the building of a home with Habitat for Humanity. She is an active member of her local church, where she sings in the choir and is a member of the Matrons group. This group visits the sick and home bound church members at local hospitals and nursing homes.

She is also very dedicated to her family. As the youngest of six siblings, she takes care of her 76-year old father's personal affairs, which involves taking him to doctor appointments, grocery shopping, etc. When not involved with her job and community activities, Ms. Rose can be found spending quality time with her three grandchildren.

She performs any task assigned to her without hesitation and works it until completion. She can always be found with a positive attitude and a big sunshine smile on her face. She is an excellent example for anyone to follow.



*From left, Mrs. Carol Johnson, Mr. Robert Johnson and their daughter, Susan Johnson.*

## Robert W. Johnson Retired After 46 Years of Service

After 46 years of government service, September 30, 1999 was the last official work day for Robert W. Johnson as a Material Handler in Distribution Division #2 at Defense Distribution Depot, Anniston. He came to the depot in May of 1974, after serving 21 years in the Air Force. Mr. Johnson and his wife, Carol, have been married for 37 years. They have one daughter, Susan, and one son, Robert, and no grandchildren YET. His plans after retirement are just to relax and enjoy. He has been actively involved with the Boy Scouts since 1973, and plans to continue working with them. He says he has loved working here at the depot and will miss all of the people very much. We wish him the very best of luck in his retirement.

## More from DDAA

## Happy Ending

During a recent incident at DDAA, the years of training, safety meetings and teamwork paid off in one brief instance.

On December 15, 1999, Blockers and Bracers were working on a shipment of M60A3s, securing them to a railcar. Due to the fact that several of the regular blockers and bracers were

on leave, some people from the Storage Section volunteered to assist in the effort. Working side by side with the regular Blockers and Bracers, the team started securing the vehicles. One of the volunteers started showing symptoms of heat stress. The team member working beside him quickly reacted, helping him to sit down on the dock area. The employee could not sit up and slumped over. The team member then instructed another member to call for medical assistance. They proceeded to treat him for shock; one covering him with a jacket; a second elevating his feet and a third talking to him and assuring him that medical help was on the way.

The medical staff arrived within 5 minutes, took control of the situation, and transported the employee to a local hospital. One of the medical staff stated "the preventive measures taken prior to their arrival" may well have saved this employee's life.

We want to commend these employees for a job well done and to stress that everyone should be alert and ready to react in case of an emergency. You never know when you may be faced with a situation such as this and your actions may help to save a life.

## DLA Strategic Plan Chain Teaching at DDSP



*BG Barbara Doornink  
delivers DLA Strategic  
Plan Presentation to  
DDSP employees*



## Defense Distribution Center - Reserve Unit Support



*Naval Reserve Unit DDC B220 provided 9,230 hours of contributory support to the San Joaquin, McClellan and Norfolk Defense Distribution Depots during FY99. Defense Distribution Depot San Joaquin Commander, Army Col. presents Defense Distribution Center Detachment B220 Commander Steven –Etheridge, SC, USNR. Defense Distribution Center Detachment B220 (DDC-B220), a Naval Reserve Unit supporting the Defense Logistics Agency, was recently awarded the Leo Bilger Award by the Commander, Naval Surface Reserve Force for Fiscal Year 1999.*

## Annual Reserve Unit Award Presented

This award is presented annually to Reserve units that achieve the highest levels of training readiness and provide significant contributory support to their gaining commands. The award places DDC-B220 in the top 10% of all Naval Reserve units in the country.

During FY 1999, DDC-B220 provided 1,154 man-days or 9,230 hours of contributory support to Defense Distribution Depots San Joaquin, McClellan (DDMC), and Norfolk (DDNV). The unit provided 4,543 hours to DDJC, 3,673 hours to DDMC, and 1,050 hours to DDNV. The support was provided on regular drill weekends, regular Annual Training periods,

and periods of extended active duty for many Unit personnel.

The total value of DDC-B220's productive effort during the fiscal year exceeded \$400,000, and equaled 110% of the cost of unit operations. "We were able to maintain Unit readiness at a very high level, provide significant contributions to our gaining command, and provide a net positive return on the taxpayer's investment," said Commander Steve Etheridge, SC,

USNR, Commanding Officer of B220. "I am immensely proud to serve with the members of this Unit."

# DLA - Business Systems Modernization: New Strategy Designed to Transform Logistics

BSM, as it is affectionately known to its participant members, is the Defense Logistics Agency's blueprint for movement into the 21<sup>st</sup> century. It includes a strategy for achieving long range business objectives while providing improved support to the military services. Improved support is to come through the "accessibility and velocity of logistics information-the Joint Vision 2010 concept of Focused Logistics."

The first order of business under BSM is to replace DLA's primary materiel management systems, SAMMS and the Defense Integrated Subsistence Management System (DISMS), with an expanded enterprise computing environment and commercial off the shelf software packages. Following close on the replacement of SAMMS and DISMS will be DLA's other "legacy" systems. Legacy systems are historical systems, often lacking an ability to deal with changing technology. This modernization, taking place over several years, will result in an agency-wide systems architecture, enabling DLA to adapt the best commercial business practices to its Department of Defense (DoD) mission. One of the prime benefits of a new, integrated system will be its ability to share data and functions with users, whatever their role in the process. BSM is a response to the awareness that current systems are simply not responsive enough to changing conditions within DoD.

## **The Establishment of SAMMS**

SAMMS was established in the late 1960s and early 1970s in an age where hardware constraints often dictated system functions, instead of the other way around. Today, with those constraints largely eliminated, systems can be designed to meet almost any need. Although SAMMS served the logistics community well for many years, "it is outmoded and is based on old business practices and obsolete technology," said Mae DeVincentis, DLA Executive Di-

rector for Information Systems and Technology. In addition, current systems have become increasingly expensive to operate and maintain due to excessive downtime and cumbersome system modification processes. Today, with cost effective, quick turn-around information available elsewhere, DLA's existing systems were found unacceptable to meet the needs of the work force, military services and the warfighting commanders-in-chief.

BSM is not the first such effort at systems modernization. In December 1991, DLA was assigned the responsibility for managing DoD's wholesale supply distribution system, including the military services' supply depots. It soon became apparent that the various systems supporting the depots had to be replaced with a single system. Thereafter, DLA developed the Distribution Standard System. (DSS) which became fully operational at the end of September 1998. The system, currently supporting 21 depots worldwide, replaced seven redundant and separate systems, resulting in life-cycle cost savings projected at \$500 million through fiscal 2008. There were other such efforts, as well.

During the 1970s and 1980s, DLA was like many other large corporations. Individuals wrote their own code and maintained their own legacy systems. However, during the early 1990s, significant changes were afoot in the software industry. Enterprise Resource Planning (ERP) systems, Supply Chain Management Systems and tailored logistics software were being marketed, deployed and critiqued. Over the past five years, many Fortune 500 companies have

made significant improvements in the various software packages in use. Industry giants have embarked on legacy system replacement projects and have published and shared their lessons learned. They have also refined the actual code and business practices reflected by the software. As commercial ventures discover better, faster and cheaper ways of getting the job done, they share the changes with software providers, who change the system to reflect the new practices. DLA, as a user of software, will share in the improvements made by other users without footing the entire bill for software development, testing, training and maintenance.

## **The Work of the Inventory Control Points has Changed**

Traditionally, the mission of the ICPs was to ensure adequate supplies were available for contingencies anywhere in the world. The mission was accomplished by storing large quantities of supplies at various depots across the system. In spite of best efforts to manage workload and purchases, however, critical items were often on backorder while low demand items accumulated in warehouses. In the early 1990s, DLA began a shift to commercial business practices. Prime Vendor, Vendor Express, Third Party Logistics, Virtual

**--- SAMMS was established in the late 1960s and early 1970s in an age where hardware constraints often dictated system functions, instead of the other way around. Today, with those constraints largely eliminated, systems can be designed to meet almost any need.**

Prime Vendor and E-Mall are all means of supplying the customer without stockpiling; they are all methods of direct supply according to customer needs. Over the years DLA made changes to its automated systems to accommodate the change in philosophy, but by the end of the 1990s, it was clear that such changes could not keep pace with the scope and complexity of the new information age. The agency is moving toward a role as a broker of information and manager of suppliers, which should ultimately result in significantly lowering operating costs. Inventories will be smaller and there will be much better information about them available.

#### **Demands on Employees Have Changed**

Another change in DLA has been in the technology directly available to the work force. Ten years ago many employees did not have personal computers (PC) on their desks. Today, not only does every employee have a PC on their desk, powerful processors and software have dramatically changed the way employees do their jobs. Manipulation of information is now accomplished by actions such as "point and click," "drag and drop" and "spell check" instead of more traditional means. The PC has made every employee an Editor, calendars are managed by computer and E-mail is a tool which can be used to speed information flow and decision making. The work force has now been forced to deal with new ways of doing business and change has become one of the few constants.

#### **SAMMS Hasn't Changed**

While other agencies moved immediately to adopt commercial, off the shelf software and business practices, DLA has moved more cautiously. In the meantime, SAMMS' ability to respond to changing conditions has continued to slow. grow old and frail. Older than most legacy systems in use in private industry, it would be too unwieldy and costly to make additional modifications to SAMMS. In addition, even a vastly re-designed SAMMS would still be an isolated, unique system and the cost of development, testing and maintenance would be borne only by DLA and its customers. Continuing to make incremental changes to SAMMS would improve the system but wouldn't bring about the core changes in business practices that are necessary for the new millennium. BSM will bring about fundamental changes in the way DLA does business and add to employee's tools a suite of software that supports those changes, can keep DLA competitive, relevant and strong.

#### **The Response: Business Systems Modernization**

In response to the need to modernize its systems, DLA formed the Business Systems Modernization Steering Group, consisting of senior leaders from DLA and Defense Logistics Support Command. The steering group, with the help of a contractor, considered alternative means of developing a comprehensive information technology system. With a view to use best commercial practices, the steering group has elected to base its systems modernization effort commercial, "off the shelf" products.

One might ask, "Why use off the shelf products?" The answer is relatively simple. Off the shelf software products represent business processes and systems that have been tried and proved to work in a commercial environment. Such products are available from General Services Administration Information Technology schedules through competitive gov-

***--- By fiscal 2005, DLA will be well on the way to replacing all of its major mission-critical legacy systems with commercial business alternatives. By using commercial applications and practices, DLA should be able to improve its performance in ways that will be noticeable to customers and employees.***

ernment acquisitions. Though software is purchased off the shelf, specific licensing and implementation requirements need to be addressed and will be specified in negotiated task orders. The goal of BSM is almost the opposite of government systems development in the past. The team is not attempting to define its requirements in great technical detail and build such a system from specifications. It is basically taking software that others have developed and used and adapting it to our needs.

#### **The Road Ahead**

By fiscal 2005, DLA will be well on the way to replacing all of its major mission-critical legacy systems with commercial business alternatives. By using commercial applications and practices, DLA should be able to improve its performance in ways that will be noticeable to customers and employees. Many manual processes will be eliminated. Incorrectly coded orders will be modified on-line, rather than by returning the order to the customer. Employees should also see improvements. We will have a greater variety of information available and processes will appear seamless in a way which is unthinkable today. Employees will have the information they need to do their jobs literally at their fingertips. Action officers will have enough information at the desktop so that she can make rational decisions on a variety of functional issues. With separate and geographically distinct operational centers, DLA is moving toward becoming a "virtual logistics agency," managing relationships among the suppliers, customers and all its accompanying information. Information Technology will be the means to provide the visibility of inventories and manufacturing capabilities, increasing the speed and effectiveness of communication.

***Communication Targets:  
the Workforce, the Public and  
our Stakeholders ---  
Different Strategies Required for  
each Target Audience***



---

Defense Distribution Center  
2001 Mission Drive  
New Cumberland, PA 17070-5000