Review

Vol 3, No 2 Defense Distribution Center, New Cumberland, PA Summer/Autumn 1999

The Symbols of the Nation: The U.S. Capitol, The Lincoln Memorial and The Supreme Court.

On the Cover: A photoessay by DDSP Photographer, Jim Krepps. The three branches of the government are symbolized by these American icons: The Capitol (Legistlative), The Lincoln Memorial (Executive) and The Supreme Court (Judicial).

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

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From my point of view...

BG Barbara Doornink

DDC Review: *The phrase "delivery value management" is being used within the DDC Headquarters. What does it mean?*

BG Doornink: The phrase Delivery Value Management (DVM) attempts to capture the concept meaning that in distribution we need to work from the beginning to the end of the cycle (from the factory to the foxhole). We need to answer the question of how best to serve the customers' needs. In some cases, we want to manage products right from the vendors' docks rather than having the products come to the depot. In other cases, we want to consolidate products for a customer. What is happening in DoD is a push to commercial practices. In this regard, there are an increasing number of stovepipes being developed to support the customer. The customer, just like the rest of the Department of Defense, has downsized. An activity that had twenty people on staff a few years ago maybe has five today. When you have a whole series of pipelines delivering to you instead of consolidated deliveries once or twice a day, time management becomes a big issue. That is one of the reasons why our dedicated truck is so successful. The other part, and I think a very important part, for our customers' satisfaction, is item visibility. To this end, we are working to move material while ensuring total in-transit visibility in a coordinated time definite, predictable manner.

DDC Review: *There have been recent newspaper articles calling for A-76 to be stopped and alternate ways of doing business to be explored. Is there a chance that A-76 will not be implemented at the depots?*

BG Doornink: Currently, DLA policy is to see the depots through the A-76 process. We just had our first tentative decision at the Columbus depot with a convincing win for the in-house most efficient organization over the best of the commercial world. The changes needed to implement the MEO are dramatic. It is apparent to me that we are doing something right. There are some significant costs to doing an A-76 study. I think the A-76 process and alternate approaches will continue to be evaluated and options explored with business cases developed. However, we are not waiting for A-76 or any other alternate approach. We are working hard to prepare the depots currently under an A-76 study and those depots not yet included for the future. As we move towards the new standards, the depots are using reengineering methodologies, shifting the workforces, developing multi-skilled workers, and involving the workforces to figure out how best to do things. I think we are attacking the problem of how to be better and more competitive across the board.

DDC Review: *The bid periods for the first three depots competing under A-76 have closed and the first competition decision went to DDCO. Regardless of who wins future competitions, people will be affected. What comment can you provide?*

BG Doornink: With the first tentative decision at DDCO, it seems clear there will be significant workforce reductions no matter what the outcome of the A-76 competition. Implementing the DDCO MEO will mean the loss of some very valuable associates and that is always going to be difficult. It is incumbent on those who remain to get the job done in the manner in which we said we would perform. We have a very good plan in place to ease the transition. The programs and training is the right mix to enable employees to make the best decisions for themselves and their families.

DDC Review: *Depot commanders are talking to their workforces about workload performance in terms of hours in lieu of the one-day processing standard. Is this an absolute requirement for all depots?*

The metrics we have today are the traditional metrics for warehousing operations. As we evaluate what is important for our customers, it is really about meeting our customer expectations. We, in the DoD and particularly in the distribution sector of DLA, are interested in looking at a metric that we think will evolve into something called customer wait time. What we really want to do is meet a customer's expectation. For example, if a customer gets a dedicated truck four times a week, we do not want to force product delivery just to meet our internal performance goals. That is not good customer support and does not add value to the distribution process. It is important for us to make the right decisions. If our customer wants delivery every other day, then we will hold that truck. We should not be driven by metrics but by our customers' needs. Metrics keep us focused and help us move forward with process improvements. Barstow is posting some tremendous metrics as a result of their on-going process improvements. They now run four cycles a day and have adjusted employees' work hours to maximize the available production time. While the metrics may have driven the decision to change depot operations, it is important to keep separate how we measure from our goals. Measuring in hours and minutes gives us more precise information that helps us to better understand our operations and better gauge the impact of process improvements. Measuring in hours and minutes doesn't necessarily equate to moving faster but does provide a more precise tool to evaluate what we are doing.

BG Doornink: As the holidays and the new millenium draw near, my wish is that you and your family have a safe and happy season!

Defense Distribution Depot Susquehanna, Pennsylvania

Romine in the Spotlight at DDSP

Randy Romine is no stranger to the spotlight. An employee at Defense Distribution Depot Susquehanna, PA (DDSP) since 1976 (then New Cumberland Army Depot), Romine is well known around the New Cumberland Installation. He is typically at the center of some activity, whether it be working in DDSP's closed loop recycling initiatives, setting up for special events or singing the National Anthem with gusto at a ceremony, such as the annual Armed Forces Day observance.

Romine, a Supply Specialist by profession, seems also to be on-stage, wherever he goes. This is no surprise. A tall, imposing figure sporting a free-spirited beard, Romine puts one in mind of Tevye, the leading character in the popular musical play "Fiddler On The Roof," a role which Romine is currently playing in his other profession — acting. Romine plays the role in the Eichelberger Performing Arts Center production in Hanover, PA beginning July 23, 1999. Randy Romine has acted professionally in a local company for years, putting on plays at dinner theaters and other venues throughout the central Pennsylvania area.

At New Cumberland, however, Romine is most likely to be associated with recycling. Call it fate or whatever you like, Randy seems drawn to the whole idea of the importance of recycling and he talks about it with enthusiasm. He was relating recently how he was initially invited to sing the National Anthem four years ago at the "Closing the Circle" awards in Washington, D.C. "Four years ago DDSP won the award for their reinvention lab. It was closed loop wood and fiberboard recycling." Closed loop, you say. What might that mean exactly?

Romine speeds on. Now, you have to understand, there's no making an appointment to just talk to Randy. Randy is always on the way somewhere. So, if you have questions to ask, you had better ask them quickly, and quickly record the answers. "Closed loop recycling is the process of procuring material (supplies, for example) which have recycled content material on the front end and after the products are used, you recycle the products on the back end, thereby generating no waste." At this point Romine grins.

Anyway, "DDSP had won the award in 1995. There were two invitations issued for each winner to attend the ceremony in Washington." Romine went on to explain that he had to make many phone calls to Washington to coordinate the attendance of DDSP's representatives, CAPT Kenneth E. Wenzel, SC, USN, at that time the DDSP Commander, and Mr. Gerry Clemens, Chief of DDSP's Special Operations Logistics Division. Before you could sing, "Oh, say can you see…," Romine was invited to sing the National Anthem at the ceremony. Since that first performance, Randy Romine has been invited back each year to sing.

Though he is no stranger to performance, Romine says that he still gets nervous. "You know how it is. Before you sing, your hands get clammy…but once the moment arrives, and you start, then the adrenaline kicks in and you do the best job you can." Randy said he is usually nervous until the presentation of the colors. Romine has a powerful voice, consistent with his powerful physical presence, and he likes to sing a capella, without accompaniment. It allows the singer to sing without distraction. After the first year, the ceremony has been held in the stately Old Executive Office Building near the White House in Washington.

The "Closing the Circle Award" is offered each year by the Office of the Federal Environmental Executive (OFEE), whose mission it is to "advocate, coordinate, and assist environmental efforts of the Federal community in waste prevention and recycling." These efforts at recycling are intended to include the procurement of recycled and environmentally preferable products and services. The OFEE, created by Executive Order 12873 signed by President Clinton on October 20, 1993, also established the position of Federal Environmental Executive (FEE) to oversee its implementation. Fran McPoland was appointed the first FEE in June, 1994, and the first group of Agency Representatives joined her in August, 1994.

Randy Romine, DDSP General Supply Specialist, as Tevye in a production of "Fiddler on the Roof."

Romine continues to stand in the spotlight. You can't ignore his presence or his enthusiasm. You have no doubts about what his passions are: recycling, singing and the theatre. Randy Romine can usually be found singing somewhere around central Pennsylvania, but, if he continues working on closed loop recycling with the same gusto he uses when he sings, you might be able to hear his voice again next year at the Old Executive Office Building, Washington, D.C.

DDC Employees Complete Defense Distribution Management Course.

by Michael Hasuga

On June 14-25, 1999, employees from DDSP and DDRT participated in the Defense Distribution Management Course. The course was administered via satellite by Mr. Tom Reichert, and Capt. Scott Vaughan, USAF from the United States Army Logistics Management Course, (ALMC) Ft. Lee, VA.

The first week of training consisted of text book discussion and practical exercises of managing a Distribution Depot. The second week consisted of students forming into working groups and performing computer simulations using 12 scenarios to run a distribution depot. Each scenario required students to review workloads for that particular day, adjust workforce to daily workloads, and perform workload crisis management. Each student was required to attend 80% of course to be eligible for course completion.

On graduation day, DDC Commander,BG Barbara Doornink, USA presented students from DDSP and DDC their diplomas and expressed her commitment to the DDC workforce by providing continued learning opportunities.

Facilitators at DDSP, Mr. Dave Gambrell, and Mr. Mike Hasuga. Facilitator at DDRT, Mr. Jimmy May. Congratulations to the following students who successfully became recent DDMC graduates.

Graduating Class at DDSP
(See photo below left)

Darline Brown
John M. Carberry
Alexandria Carrucoli
Steven F. Coiley
Antonio Diaz
Roger Dixon
Martha P. Enders
William L. Paver
Ronald Pristello
Lynn Keely
CDR George Omeechevarria, SC, USN
Roland Rohrbacher, DDDE (Dist. Graduate)
LTC Rhonda Workman (1st Hon. Grad.)
James Weaver (2nd Hon. Grad.)

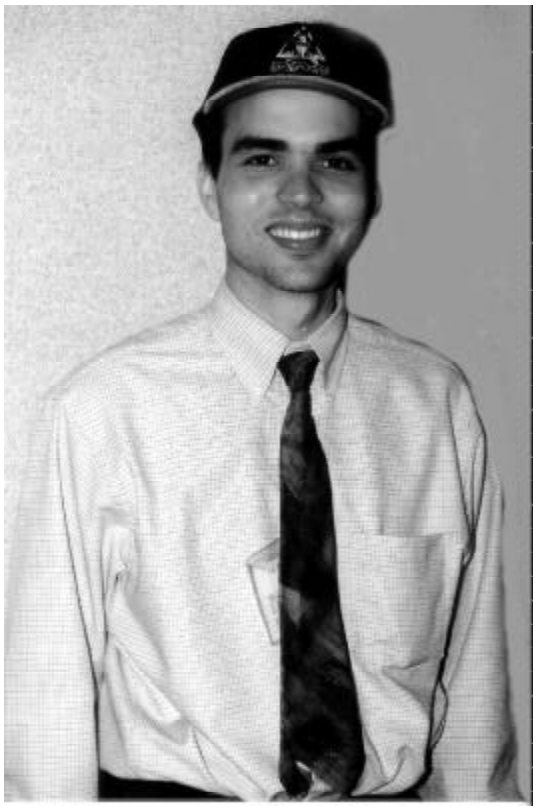
Graduating Class at DDRT
(See photo above right)
Jeanne L. Roberts
Febbie J. Ellis
Jaunita H. Ellis
Rose M. Wilson
Billy B. Roberts
Jimmy W. Skinner
Timmy W. Pennington
Allen W. Roberts
Clyde E. Daniels (Dist. Graduate)
John W. Barrett III (Hon. Graduate)
Janis K. Smith (Hon. Graduate)
Mike G. Speer (Hon. Graduate)
Sandra A. Tidwell (Hon. Graduate)

Defense Distribution Center - Diversity

Ricoberto Dones, DDC Hispanic Intern 1999

During the past summer, there was an eager, new, young face among the more veteran employees of the Information Systems Division of DDC's Directorate of Distribution Operations. That face belonged to Ricoberto Dones, an intern with a difference. You see, Rico, as he prefers to be called, is not just any summer intern. Rico is a 1997 graduate of the University of Puerto Rico's Bayamon Techical College in Bayamon, Puerto Rico. Rico is currently a graduate student at the Inter-American University of Puerto Rico, where he is enrolled in the Master's program in Open Information Systems.

For the past eight years, the Hispanic Association of Colleges and Universities (HACU) National Internship Program has placed Hispanic college students into private and public sector summer intern positions. Not much different from other such programs, one might think. It is different, though. For a fee, HACU will recruit qualified students, provide a general orientation and pay the students for travel to a duty station. In addition, they also pay local travel to work, housing expenses and a stipend.



Rico Dones, Hispanic Intern at DDC, Summer, 1999

The benefits to a federal agency are many. Costs are minimal, while students, because they are not being paid by the agency, are not counted against staffing ceilings. In return, the agency agrees to provide professional opportunities and a mentor for each student for the 10 week program. In the interest of simplicity, no position description is required, just a statement of duties to assist HACU in referring the best candidates for the agency. The fee paid to HACU varies based on location and travel needs.

In October 1996, the Department of Defense (DoD) and HACU entered into a formal partnership agreeing to increase the representation of Hispanic Americans in the DoD workforce. Hispanic employment in the Defense Logistics Agency (DLA) stands at approximately 4.7 percent, well below the ten percent which make up the Hispanic share of the United States population. In recommending participation in the program, the Defense Logistics Agency is hopeful that participation in the summer intern program will help introduce Hispanic college students to DLA and potential employment opportunities and establish relations with Hispanic organizations and colleges. This year, for the first time, DDC made a commitment to sponsor a HACU intern. The program is now complete. Rico, a young man with dark eyes and a quick smile, has returned to regular study and work in Puerto Rico.

This summer, however, he spent in New Cumberland, Pennsylvania. Rico admits, "It was an interesting and educational experience. I met new people and learned new things and also got a chance to work as a computer consultant." Rico's duties where handled much as one would offer assignments to a contractor who was on a contract and ready for any kind of new assignment.

To get a general view of what the DDC is all about, Rico spent the first two weeks of his internship touring the base. He was quite impressed with the scope of the military inventory and shipping process. He visited the Eastern Distribution Center (EDC), the local Susquehanna Depot's automated distribution facility. In addition, he became acquainted with the DDC Call Center, the Susquehanna Dispatch Facility, Hazardous Materials building, and facilities located at the Mechanicsburg Site, as well.

Looking at the high-rise storage facilities at the EDC, Rico was reminded of a scene from a classic adventure film. Rico related, "The EDC building reminded me of the last scene from the movie *Raiders of the Lost Ark*. It was massively huge!" Rico also found the DDC Call Center "an entertaining place to see." Rico related, "Call Center representatives have a goal for answering customer inquiries in the least possible time." That response can come in as little as a couple of minutes. Inquiries about shipments are "…tracked down through a computer system. It was amazing to see how quickly they could move throughout the DSS (Distribution Standard System), FedEx, UPS (United Parcel Service) and other Internet tracking systems on their computers, giving quick and concise responses."

Dones was clearly amazed at the problems presented by ordinary household products when present in the distribution pipeline. Rico observed, "The Hazardous Materials building [at the Susquehanna Depot] is more about how not to store items than it is to store them. I would have never come to think about how things that we consider harmless (like a can of spray paint, for example) can become a hazardous when grouped in high numbers." There were funny moments during

Rico's internship, too. One day he went to the military barbershop in Building 54 in New Cumberland to get a haircut. When his turn came, Rico sat down in the barber's chair, just like any other customer. Rico related, "The barber asked me how did I want my haircut done. 'Short on the sides, take a little off the top' I said. When the barber pulls out a huge razor, I realized: I am at a military base. They do military cuts here! Before the barber could do anything, I told her just to keep things clear - when I said short I meant 'civilian' short, not 'military' short!"

Rico Dones, DDC Intern, meets with Marian Ryan, Deputy Director of Distribution Operations during his stay in New Cumberland.

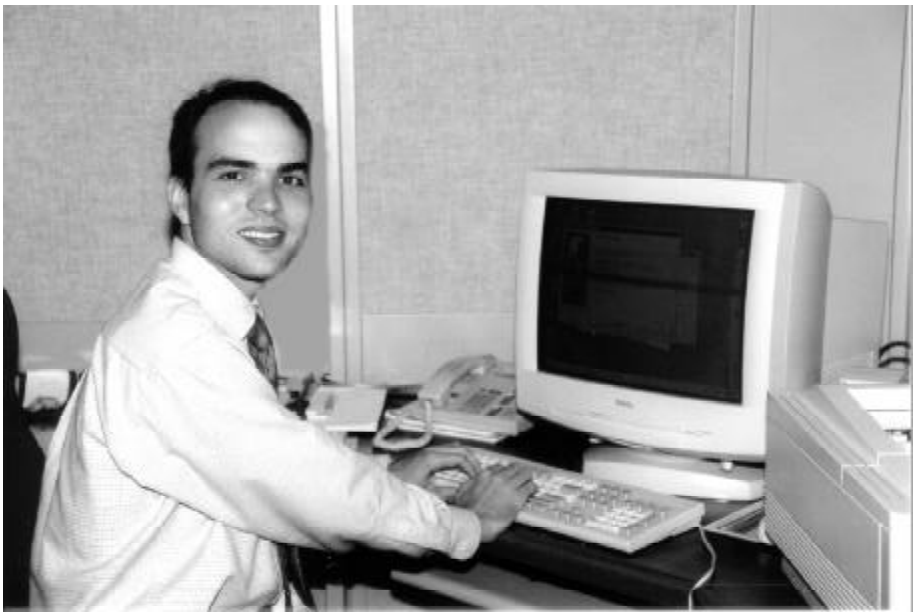
During the main part of his internship, though, Rico spent his time in the Information Systems Division (DDC-TZ), where he offered his computer consulting services to anyone needing assistance. Among other things, Rico created a database for Y2K certification checklists that will help depots in their Y2K documenting efforts.

Another interesting fact observed by Rico is that people from each functional area he visited had a 'special language' to themselves. "Most people assumed I had some previous inventory knowledge so they used lots of acronyms in their dialogue. Sometimes it was hard to believe they were talking in English!" After a few times, once people learned that this language was new to Rico, they were "…helpful and eager to explain in layman's terms." Rico Dones conlcuded, "I am glad to have had the opportunity to be here and experience life at the DDC."

Rico Dones came to the DDC with education and a variety of experience. Rico elaborated, "I worked with a team of programmers creating this huge, complicated inventory application for a client. It was a good experience. I improved my team working skills as well as my programming abilities. I learned a new programming language and had the chance to travel. On the downside, I saw myself dealing with 12-hour shifts, job pressures and stress. My free time was greatly diminished and I had little time left for my master's degree classes." Since that time, Rico has gotten a part-time, rather than a full-time, job, allowing him adequate time for his studies.

Rico felt well prepared for the HACU Internship. "My computer skills are the greatest asset that I have to offer. My knowledge in programming, web design and computer repair will prove useful to any federal agency that wishes to sponsor me." Rico also has the technical writing skills to create detailed technical reports. His experience as a programmer could be used in the creation or maintenance of databases, internet web sites, or computer networks. Rico is not afraid of any challenge, whether it is programming or opening up a computer to do repairs or install replacement parts. With Rico's education and training and internship experience, he is well prepared to face the prospect of moving out into the job market.

Rico Dones: "My computer skills are the greatest asset I have to offer. My knowledge in programming , web design and computer repair will prove useful..."



Defense Distribution Depot San Joaquin, California

DDJC Has Outstanding Employee with a Disability

Debbie Herdrich, a materials handler in Bldg. 330, was recently named the DDC's most outstanding employee with a disability. She has worked at the Sharpe site for 17 years and was named the Sharpe Army Depot Handicapped Employee of the year in 1986. She is deaf . "Her handicap has not prevented her from being a highly motivated inidividual who does not consider herself handicapped," said Pam Andrade, her supervisor in the mechanization branch at Sharpe. "We know exactly what she means, even though she can't speak." Herdrich's typical duties call for her to select stock, rewarehouse materials and stow reciepts in the walk and pick and hi-rise areas of Bldg. 330. However, if there is a special job that needs to get done quickly or with high visibility, Herdrich often gets the task. "She will do just about anything you ask,"noted Diane Keener, leaderperson for the mechanization branch. "And, you know it will get done quickly and correctly." In past years, Herdrich was active in the Deaf Sportsman's Club of Modesto. She served as president and later, social director of the club, organizing dances, charity benefits and sight seeing trips. She also enjoyed playing softball a few years back, however, now she is busy watching her children play sports. Herdrich and her husband, a program analyst for the State of California, have four children ranging in age from 21 to 11. Starting work at 5 a.m. suits her just fine. Getting off at 1:30 p.m.gives her more opportunities to spend time with her children.

Debbie Herdrich, DDJC's Most Outstanding Employee with a handicap.

Jack Henslee, Distribution Facilities Specialist at DDJC is Vice President of the Association of Laryngectomies.

Henslee Elected VP of International Association of Laryngectomies

Jack Henslee, a bulk branch chief in the Warehousing Division at DDJC, was recently elected vice-president of the International Association of Laryngectomies. The international group numbers upwards of 40,000 members from 250 clubs around the world. Henslee first got involved when he started the "Look Whose Talking" club in Stockton ten years ago. It was shortly after he had his larynx removed due to throat cancer.

"We have a pretty active group," said Henslee. "Club members regularly visit local schools as part of antismoking campaigns. We also visit laryngectomy patients before and after surgery. "A lot of people are really devastated by the loss of speech and it also has a tremendous impact on their families," he pointed out.

The Stockton group also has an active social program with houseboat trips on the delta, annual picnics and Christmas parties. He is a past president and vice-president of the Stockton club, and now is the treasurer. "It is kinda unusual to go from president to treasurer," noted Henslee. "But since I doubled the bank account, I wanted to protect it." Henslee built up the club coffer by obtaining grants, and making a profit at the annual meetings. Usually the annual meetings lose money or break even at best.

Henslee brought in local speakers who donated their time. "I just applied some of my government training in managing the business side of the organization," said Henslee. His local club included up to five former Sharpe or Tracy depot employees at one time. Current members number 60. "There are a lot more of us around than most people would think," said Henslee.

New Rights of Passage for Forklift Drivers

In an effort to reduce the number of mishaps involving material handling equipment(MHE) and certify that forklift drivers have demonstrated the skills required to drive, a new training program was recently developed. DDJC leadership asked Laborers International Union Local 1276 to develop a course that would ensure everyone operating MHE would be properly trained.

An aggressive team spearheaded by LIU Local 1276, MHE Certifying Official, Sal Guillen, and DDJC Safety Officer, Wade Sylvester, designed the course that 815 DDJC forklift operators will pass through each year. After Defense Distribution Center Commander, Brig. Gen. Barbara Doornink viewed the course, she endorsed it, adding the requirement that anyone involved in an MHE accident must attend the course. "It will make you a better forklift operator," said Ken Campbell, a material identifier and expediter in the CCP. Campbell was at the MHE Training Center to get his forklift license.

Instructor Jim Corso, rear, coaches Sandy DeVine as she picks a pallet of the top of the stack.

The eight-hour course starts out with a short classroom session and a video, followed by hands-on training aboard a forklift. The day concludes with a CD ROM simulation quiz that poses real world situations requiring the right answer before proceeding. "You actually get to do everything rather than sit in a classroom all day and read manuals," added Campbell. Nine different stations laid out on blacktop recreates practically every situation that a forklift driver will encounter.

It starts with simple figure eights around barrels, followed by rack alley where stacking racks have to be separated, moved and restacked. "Rack alley is probably the toughest part," noted Raoul Rosal, one of the course instructors. "It tests their depth perception skill using the levers to move the forks from side-to-side, up and down, and tilting the load back and forward."

The skill and agility course also test a forklift drivers ability with stacks of pallets, loading vans and flatbed trucks, lifting lengths of metal pipe, huge reels of cable, wooden crates, 55-gallon drums and working on ramps and docks. "Actual time aboard the forklift can vary from 90 minutes for an experienced driver, and up to six hours for a trainee," said Rosal.

Instructor Raoul Rosal, right, shows Ken Campbell how to adjust the forks when picking up racks containing spools of wire.

"We give them (trainees) the skills to get started," explained Rosal. "They go back to their work area for 30 days and return to go through the course again before they get a license." The license is good for 3 years; however, it must be recertified every year. All employees that drive a forklift are required to go through the course. Scheduling is done according to their birthday and after passing a physical, hearing and eye test at the Occupational Safety and Health Clinic.

Guillen keeps up the records and coordinates the scheduling to ensure that there are enough instructors on hand. "What makes this course great, is that it is one-on-one," noted Campbell. Each forklift operator wears a set of headphones.On the other end is a course instructor coaching

See Forklifts, Page 21

Tony Righetti, driving lift, sets a tri-wall on a conveyor as he goes through nine different stations at the DDJC Material Handling Equipment Training Center. Instructor Raoul Rosal talks him through it using a radio frequency headset.

Defense Distribution Depot Norfolk, VIrginia

Implementation of Distribution Standard System

Janice R. Johnson, DDNV Participant in the DSS Implementation

The Distribution Standard Document System (DSDS) was implemented at the Defense Distribution Depot, Norfolk, VA in July 1999. DSDS is the first and only document imaging application that interfaces with the Distribution Standard System (DSS) which was implemented at DDNV in September 1998. Prior to the deployment of DSS, DDNV used the Stock Point Information Retrieval System (SPIRS) to electronically archive and retrieve receiving documentation. SPIRS interfaced with the Navy legacy system and allowed for the archiving of documentation at the same time material was received and inventory records updated on the receiving lines.

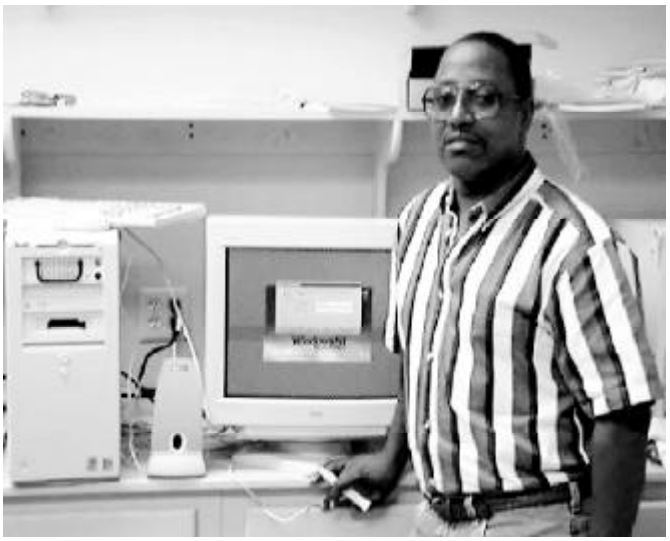
In September 1998, Mr. Hilliard Reese, Network Manager at DDNV, quickly recognized the need to integrate archiving with the core Receiving functionality of DSS. Supported by DDC, he subsequently embarked upon an aggressive campaign to develop, design and implement an imaging system that would emulate the functionality of the Navy's legacy system. DSDS uses mapping and screen capture technology to scan documents, capture indexes and optically store images using minimal keystrokes. In addition, to interfacing with DSS, DSDS is used in DDNV's Transportation Division to archive documents in a batch environment. Future plans include archiving other routine documents such as time sheets, procurement invoices, etc..

The system is comprised of an Electronic Imaging System configured to interface with the Defense Standard System (DSS). DDNV's DSDS system automates the document filing process in the receiving, shipping, and inventory causative research department. Through the software interface to DSS, when a package is received and logged into DSS, the corresponding document is scanned and automatically indexed into the DSDS system without any user data duplication. This automated process is called "image host enabling".

Once the document has been enabled, any user on the network with the proper access rights can retrieve and view electronically stored documents. In the Transportation department, documents are filed into the DSDS system through the use of high-speed scanners. Barcode recognition is utilized for automating the indexing process whenever possible. Here too, once the documents have been scanned and filed, any user on the network with the proper access rights can retrieve, fax and view the electronically stored documents.

DSDS also utilizes a client server architecture, which empowers the staff at DDNV with the ability to communicate effectively with the IBM DSS mainframe. The system architecture includes a Database Server that runs Microsoft SQL Server, NT Image/File Optical Server, a multi-platter optical jukebox and a RAID tower for storing the processed electronic document files. The DSDS system is built upon a solid functional network infrastructure such as the one currently employed at DDNV. DSDS system has been designed using "Commercial Off The Shelf" (COTS) products, thus eliminating the need for proprietary hardware and software.

After a great deal of design, testing and evaluation, the system was deployed in production in the depot's Receiving, Inventory and Transportation Divisions in July 1999. As a result of Mr. Reese's persistence and desire to maintain an imaging capability at the depot, DSDS is under review as the potential imaging system of choice that the Defense Distribution Center will deploy to other DLA depots across the country.



Hilliard Reese, DDNV Participant in DSS Implementation

DDNV Embraces Internal Information Technology Support

Nicole Brown processing receipts in DSS and utilizing DSS

The Information Technology Support Center is celebrating it's first anniversary on September 8, 1999. The Defense Distribution Depot, Norfolk, Virginia cut the ribbon on their new Information Technology (IT) Support Center in January 1999. While the Center was fully operational in September 1998, the official ribbon cutting ceremony was delayed as a result of the concurrent implementation of the Defense Distribution System (DSS) at the depot. Prior to the implementation of DSS, DDNV received its IT support services from the Defense Information Systems Agency (DISA).

As a result of the onset of DSS, it became apparent that IT support services needed to come under the auspices of the depot. Under the leadership of Mr. Carlos Segarra, DLA Headquarters, Mrs. Janice R. Johnson and Mr. Hilliard Reese of DDNV, and with the support of DDC, the depot managed to spearhead the replacement of its entire network infrastructure and install over 2000 personal computers, printers, print servers, radio frequency devices, hubs, routers and other peripheral devices.

While this alone was a monumental effort, the real task came in developing the in-house talent to manage and support the new hardware and system software in the aftermath of the implementation. In meeting this challenge, the depot elected to obtain contractor support and augment that resource by realigning internal systems support personnel. This combination of talent served as the basis to form the Information Technology Support Staff.

Presently, the staff provides all hardware and network support services, Microsoft Office Suite application support, MS Outlook Exchange Services, DSS system support and ADP Security. Additionally, the staff manages an extremely busy Help Desk, fielding over 100 calls on a daily basis. As a result of Mrs. Johnson's and Mr. Reese's foresight in bringing IT support services in house, the depot has managed to realize a cost savings of approximately 1 million dollars annually.

DDC Financial Management Initiates Web Technologies

by Julie Callahan

Recently there has been a massive proliferation onto the Internet that has made the deployment of information practical and economical. The ubiquity of the Internet creates opportunities that never existed before. With these advancements the ability to reach all DDC components through the Internet means greater data availability. DDC-R has established a Financial Web Resource with valuable Financial Information. Currently, assigned users can view critical depot information on Obligations and Budget data under a secure mode.

The Financial Status Report (FSR) is available for each depot. This report has monthly data on Labor Obligations, Non-Labor Obligations, Workload, Personnel Strength, and Manhours. Each of the Labor, Non-Labor and Manhour fields on the report drill down to show specific charges that make up each line item. The drill down feature can be done with a simple mouse click over the number you would like more detail on. This data is extremely helpful in determining who (organization codes) and what got charged to certain cost categories.

Improvements are being made to the current DDC-R Web Pages to include site visited counters, enhanced security monitoring, and visual display enhancements. In addition, we will be adding a download feature that will allow the FSR data to be loaded into Microsoft Excel.

A new web report has recently been introduced. This report is the Labor Detail Report (LDR). This web report will provide a weekly summarization of the daily timekeeper input into ATAAPS. The data will be arrayed in preformatted reports to show Reimbursable, Non-Reimbursable and Overtime charges for each depot.

If you are interested in learning more about these new and exciting web resources, please contact Julie Callahan, DDC-RM, Telephone: DSN 977-5431.

Defense Distribution Depot Anniston, Alabama

Dedication Ceremony held at DDAA

by Ted Jennings,

On Wednesday, 23 June, Building 501 in the Nichols Industrial Complex was the scene of a memorial ceremony to honor long time Anniston Army Depot (ANAD) and Defense Distribution Depot Anniston, Alabama (DDAA) employee Albert W. (Bill) Stewart who recently died after a long and valiant struggle with cancer. After Stewart's death, coworkers and employees began expressing their desire to have some official remembrance of Bill placed near the office he had occupied for so many years.

Following discussions with officials of ANAD, where Bill Stewart began his employment, and DDAA, where he completed his 32 years of service, it was agreed an official plaque would be hung in his memory, near the office where he worked. In spite of this "official" recognition of Bill Stewart's service, there is another memorial which remains: his personal legacy. Stewart will be remembered for his kind, gentle, compassionate disposition and endless devotion and professionalism to Federal service. During his long and debilitating illness, he remained on the job, continually displaying his usual good humor and selflessness and affecting others with his deep display of faith.

Beginning his career in 1967 at ANAD and, later, at DDAA, Stewart held a variety of positions to include sandblaster, heavy mobile equipment mechanic and supervisory supply quality assurance specialist before becoming the V&A Branch Chief.

Stewart was remembered in a special service on June 23, 1999, dedicating a plaque bearing his likeness which was placed in Bldg 501 where he had served as the chief, Vehicle and Artillery (V&A) Branch.

Family members, some of whom are no strangers to federal service, attended this special ceremony. Present were his wife Sue, a maintenance management specialist; his two sons Brandon and Jason; and his mother Ann Stewart. Also in attendance were Denise Henegar (sister), a computer specialist; Tim Stewart (brother), an equipment repairer supervisor; and Jim Stewart (brother), a welder. Other family members attended the unusual ceremony, as well, and the audience was filled out with friends and ANAD and DDAA employees.

This ceremony was an attempt by co-workers and friends of Bill Stewart to express their sorrow at his death as well as their appreciation for his life. Attendees expressed their deep sorrow to the Stewart family for their great loss and their sincere thanks and gratitude for having been able to share a significant portion (32 years) of Bill's remarkable working life that was spent at Anniston Army Depot and Defense Distribution Depot Anniston, Alabama.

At the conclusion of the ceremony, LTC Visker, DDAA Commander, presented Sue Stewart with a replica of the official plaque that had just been unveiled in memory of Albert W. (Bill) Stewart. Looking on were Bill and Sue Stewart's sons Brandon, left, and Jason, right.

Participating in the ceremony were Colonel Greg Potts, ANAD commander; LTC Edward Visker, DDAA commander; and Reverend Garry Ragsdale, pastor of Mount Zion Baptist Church where Stewart attended and served as both choir member and deacon. After the ceremony a barbecue and fellowship luncheon was held inside the facility for family members and friends.

Change of Command: LTC Workman Assumes Command at DDAA

Lieutenant Colonel Rhonda K. Jakubik-Workman assumed command of Defense Distribution Depot, Anniston, Alabama (DDAA) on July 20, 1999. Brigadier General Barbara Doornink, Commander, Defense Distribution Center, officiated at the ceremony. LTC Workman entered the Army in 1979, serving as an enlisted soldier for 3 ½ years. She was selected for Officer Candidate School and graduated as a Distinguished Military Graduate in 1982, and was commissioned as a Second Lieutenant in the Quartermaster Corps.

Her previous military assignments include Supply Platoon Leader in the 573rd Supply and Service Company, later reflagged as Company A, 299th Support Battalion and Battalion S1 in the 299th Support Battalion in Goeppingen, Germany. She later served as an instructor at the Quartermaster School at Ft Lee, VA and also served as the Training, Assessment, and Counseling (TAC) Officer for the Quartermaster officer Basic Course. In March of 1988, she assumed command of the Headquarters and Headquarters Company of the 23rd Quartermaster Brigade. She was then reassigned to U.S. Total Army Personnel Command (PERSCOM) Alexandria, VA as the Quartermaster Assignment's Officer for

company grade officers. After 23 months in this position, she was assigned as the Secretary of the General Staff (SGS) for the Commander of PERSCOM, where she served for 13 months. In July of 1993, she was assigned to Fort Wainwright, Alaska, where she served as the Chief of Supply and Services, ACofS, G4, 6th Infantry Division (light), the Battalion S3 for the 706th Support Battalion and then, as the Executive Officer of the 706th Support Battalion, later reflagged as the 46th Support Battalion. Her most recent assignment was a joint duty tour with the United States Transportation Command (USTRANSCOM), Scott Air Force Base, Illinois, where she worked as a Strategic Planning Officer in the J5 Strategy and Policy Directorate.

She graduated from Central Michigan University in 1977 with a Bachelor of Science degree in Education. Her military education includes completion of the Quartermaster Officer Basic and Advanced Courses, the Combined Arms and Service Staff School, the United States Army Command and

General Staff College, and the Joint Staff Officer Course.

Awards and decorations received include the Meritorious Service Medal with four oak leaf cluster, the Army Commendation medal with two oak leaf cluster, and the Army Achievement Medal with two oak leaf cluster. She has also received the Good Conduct Medal, the National Defense Medal, the Army Forces Reserve Medal and the Parachutist Badge.

Changes in Operations at DDC Primary Distribution Sites

DDJC 2000

The Defense Distribution Center recently announced that it will reconfigure operations at Defense Distribution Depot San Joaquin, Calif., which comprises distribution facilities at the Sharpe site in Lathrop and the site in Tracy.

The reconfiguration calls for an internal shift in workload from Sharpe to Tracy beginning October 1999 targeted for completion by September 2000. Tracy will focus on the receipt, storage, and distribution of fast-moving, high-demand items; Sharpe will store slow-moving, low-demand bulk items.

Approximately 700 of Sharpe's 800 employees will transfer to Tracy, located 15 miles southwest of the Sharpe facility. Roughly 100 employees will remain at Sharpe. The reconfiguration will eventually reduce personnel requirements at DDJC, but few involuntary separations are expected. However, any adversely affected employees will be eligible for buyouts and early retirement offers. Individuals not accepting or not eligible for such offers may register in a Department of Defense job-placement program.

The initiative is the result of a business-case analysis revealing that the reconfiguration would boost DDJC productivity by 30 percent. As a result, more than 90 percent of DDJC's daily requisitions will be processed at Tracy, which is 15 miles closer to the Bay Area seaports.

"To remain competitive in the distribution business, we must seek improved business practices to provide the warfighters the best value possible," said Army Col. John Marx, DDJC commander. "Currently we are providing distribution from two operating locations when clearly one site can handle daily and surge requirements."

DDJC Sharpe Site.

DDJC Tracy Site.

DDJC 2000

Current Operations

- Defense Depot Tracy (DLA) and Sharpe Army Depot merged to form DDJC in 1990.
- Both sites retained receipt, storage, packing and shipping capabilities.
- Some consolidation of management and installation support personnel occurred.
- Duplicate facilities, equipment and crews existed.
- Tracy and Sharpe sites never achieved full consolidation.

SAVINGS:
Productivity Increase - 30 percent
Strength Reductions - 282
Savings From Reductions - $10.8 Million Annually
Real Property Savings - $48 Million through FY 04
Required Investment - Equipment, Facilities, ADPE, CCP Move, Rewarehousing - $1.9 Million

Optimal Operation

- One distribution center established at DDJC not later than September 30, 2000.
- Accomplish 90-95 percent of daily requisitions at Tracy site.
- Warehouse slow moving bulk stock at Sharpe site.
- Move majority of personnel to the Tracy site to facilitate shift.

DDSP 2001

The Defense Distribution Center announced recently that it will reconfigure operations at Defense Distribution Depot Susquehanna, Pa., which is comprised of distribution facilities at two locations - New Cumberland (1,398 employees) and Mechanicsburg (810 employees). This reconfiguration could result in a staff reduction of approximately 460 positions by Sept. 30, 2000.

The reconfiguration calls for an internal shift in workload from Mechanicsburg to New Cumberland beginning October 1999 and targeted for completion by September 2005. New Cumberland will focus on the receipt, storage, and distribution of high-demand supply items. Mechanicsburg will store low-demand and inactive items.

This initiative is the result of a projected decrease in DDSP's workload of up to 40 percent from 1998 to 2005 and a detailed analysis which revealed that consolidation of distribution operations would boost DDSP productivity by 33 percent. As a result of this initiative, more than 98 percent of DDSP's daily requisitions will be processed at New Cumberland.

"The productivity enhancements and economies to be gained in this reconfiguration will strengthen DDSP's competitive standing in the future," said Navy Captain Joseph Kenney, DDSP Commander. "This initiative reflects DDSP's commitment to our future and ensures we will continue to provide world class distribution services to our customers." Kenney also stated, "The DDSP employees have a proven record and a great reputation for providing support to outstanding We will work very hard to provide the impacted employees with transition and placement assistance."

DDSP Mechanicsburg Site

DDSP will take active measures to soften the potential impact of this action. However, an estimated 200 workers may need some type of outplacement assistance. An Employee Assistance Center will be established to assist with resume writing, interview preparation, and job search planning. In addition, employees will be offered programs such as separation incentives, severance pay, extended health insurance, and registration in the Department of Defense job placement program.

DDSP New Cumberland Site

DDSP 2001

Savings:
Efficiency Improvements - 50 percent
Strength Reductions through FY 05 - 587
Savings from Reductions - $187 Million
Total Savings: $201 Million through FY 05
Required Investment - Equipment,
Facilities, Walk and Pick, Rewarehousing - $9.45 Million

Current Operation

- Defense Depot Mechanicsburg (DLA) and New Cumberland Army Depot merged to form DDSP in 1991.
- Both sites retained receipt, storage, packing and shipping capabilities.
- Two automated facilities: the Integrated Material Complex and Eastern Distribution Center.
- Difficulty moving material or people between sites.
- Difficulty consolidating customer orders between sites

Optimal Operation

- Transfer vast majority of workload and distribution operations from Mechanicsburg to New Cumberland by end of FY 00.
- Accomplish 80 percent of daily requisitions at New Cumberland by end of FY 00.
- Year by year approach to attrite and rewarehouse material to New Cumberland.
- Maintain inactive and contingency storage at Mechanicsburg.
- Downsize workforce based on consolidation of operations and workload reductions.

Defense Distribution Depot Tobyhanna, Pennsylvania

LTC Toomey Takes Command

Lieutenant Colonel Charles J. Toomey Jr., United States Army assumed command of the Defense Distribution Depot Tobyhanna, (DDTP) in a ceremony held July 9, 1999. Brigadier General Barbara Doornink, Commander of Defense Distribution Center, officiated at the ceremony. LTC Toomey a 1980 graduate of the United States Military Academy at West Point, began his Army Quartermaster career as a supply platoon leader and executive officer assigned to the 543rd Supply Company, 593rd Area Support Group, Fort Lewis, Washington. From 1983-1984 he served as the Aide-de Camp to the Commander, Defense Industrial Supply Center, Philadelphia, Pennsylvania. His follow-on assignment was to Fort Ord, California and the 7th Infantry Division (Light) where from 1985-1988 his jobs in the 7th Division Support Command included Battalion S-4, Commander-Company A, Commander-HQ and Supply Company, 7th Supply and Transport Battalion; and Division Support Operations Officer. LTC Toomey was then assigned to Sydney, Australia where from 1989-1991 he served with the Australian Defense Force as a Depot Operations Officer in the 21st Supply Battalion and as Commander, Supply and Maintenance Company, Moorebank Logistics Group. He returned to Fort Ord, California in 1992 as Executive Officer of the 67th Maintenance Battalion. From 1994-1996 he served at the Army's Personnel Command in Alexandria, Virginia as the Lieutenant Colonels' Assignment Officer, Quartermaster Branch, Combat Service Support Division. In 1997 he was assigned to Headquarters, Defense Logistics Agency where he served a tour as the Director of the Law Enforcement Support Office, a counter-drug program within the Office of the Secretary of Defense, and as Special Assistant to the Director, Defense Logistics Agency.

LTC Charles J. Toomey, USA.

LTC Toomey is a graduate of the Quartermaster Officer Basic and Advanced Courses at Fort Lee, Virginia and the U.S. Army Command and General Staff College at Fort Leavenworth, Kansas. He holds a 1997 Master Degree in Logistics Management from the Florida Institute of Technology.

His awards and decorations include the Defense Meritorious Service Medal, Meritorious Service Medal with 2 Oak Leaf Clusters, Joint Service Commendation Medal, Army Commendation Medal, Army Achievement Medal, and the Air Assault Badge.

Columbus Depot Successful in A-76 Bid

The Defense Logistics Agency announced recently its successful competition for mission work at Defense Distribution Depot, Columbus, Ohio. After offering operations and administration work for bid by private sector contractors, it was determined that the work will remain in-house. The depot's successful bid will require streamlining operations and reducing costs of operations of the storage and distribution mission at the depot, which is located at the Defense Supply Center Columbus Installation.

This announcement follows more than a year of study using the guidelines of Office of Management and Budget Circular A-76, "Performance of Commercial Activities". The circular establishes federal policy for deciding whether to retain recurring activities of a commercial nature within the government, or contract them out to a private sector source. The guidance lays out the process for comparing performance and cost related information to arrive at the best overall deal for the taxpayer.

In March 1998, DLA announced that most of its distribution depots would undergo public/private competition. DDCO is the first of those sixteen sites to complete the process. The remaining depots will be competed in phases over a five-year period ending in mid-2003.

"The competitive process for obtaining these critical distribution services was a tough one and we appreciate the efforts of DDCO's team and all of the commercial offerors. This is a key step in bringing competition to bear in improving the entire military logistics system," said Rear Admiral Daniel H. Stone, commander of the DLA's Defense Logistics Support Command.

DDCO's work force receives, stores, and distributes low-demand and war reserve stock items, for example, clothing and textiles, tents and accessories, engines and axles.

"The DDCO associates and labor union have worked hard to be an effective, efficient team," said Don Brown, DDCO Depot Director. "Together we looked at our work processes and performance to develop a most efficient organization that best supports our U.S. Armed Forces. We are confident that we will continue to provide best value services to the customer at minimum cost to the taxpayer."

Rail Shipment of Force Provider Modules at DDTP Saves $$$

Members of Defense Distribution Depot Tobyhanna's (DDTP) crane crew loaded Force Provider modules onto railroad cars recently as part of DDTP's ongoing support of the Force Provider mission. This support has saved more than $73,000. DDTP has to prepare and ship the modules. Two Force Provider Modules were shipped in October to Sierra Army Depot, Calif. Force Providers are mobile rest and recreation centers for forward deployed troops that provide living amenities and recreational opportunities (see article below). The cost to ship modules by truck was estimated at $171,085. DDTP's crane crew and traffic managers convinced the railroad industry to charge better rates and still provide the required level of service. Shipment was made using 22 of the specially designed 89-foot container flatcars, two general-purpose 89-foot flatcars and four tractor trailers that will move as trailer-on-flatcars. Total cost of the shipment is $97,416, a savings of $73,669.

What is Force Provider?

The Army's Force provider concept was developed shortly after Operations Desert Shield and Desert Storm. The problem became obvious during the Gulf War: there needed to be some way to improve the quality of life for American soldiers through the use of comfortable field facilities in difficult battle conditions. Army Chief of Staff General Gordon R. Sullivan challenged the commanders of the US Army Training and Doctrine Command (TRADOC) and the US Army Materiel Command (AMC) and in November 1991, the project was born. It was assigned to TRADOC's US Army Quartermaster Center and School (USAQMC&S) at Fort Lee, VA, and to AMC's Natick Research, Development and Engineering Center in Massachusetts.

Requirements of Force Provider were not simple. Whatever was developed had to support diverse missions, be containerized for easy air, land and sea transport and had to be modular for operating in a variety of tactical environments. Based on a concept already in use by the Air Force, the new Force Provider design was complete in less than two years. This was accomplished by selecting from the best combat service support equipment already available in the Department of Defense. Force Provider uses the modern air-conditioned and heated Army Tents Extendable, Modular, Personal (TEMPERs) as its basic structural component. TEMPERs are used by the Air Force as showers and latrines, serve as billets and kitchen and dining facilities and also accommodate morale, welfare and recreation centers. The Army's new 60-kilowatt tactical quiet generators or 750-kilowatt generators from an Army prime power battalion will supply Force Provider with electrical power.

Force Provider's purpose is to give frontline soldiers a break from the demands of duty. Each Force Provider company consists of six platoons, each of which can operate one 550-soldier module. The 550 soldiers can be supported separately or in a brigade-sized force of 3,300 soldiers if six modules are combined. Modules provide climate-controlled sleeping quarters, food service, shower and latrine facilities, laundry services and facilities for recreation.

Each Force Provider module is stored and shipped in 109 TRICON and 5 standard ISO containers. A module is transportable by all modes, including C-130 aircraft, as well as C-141s, C-17s and C-5s. In addition to Force Provider's basic mission of bringing relief to frontline soldiers, the modules can also be used during initial theater reception, if deployed early. The modules can also provide a rest stop as soldiers move forward in theater, in conjunction with other activities. Following a theater mission, Force Provider can be used in reverse, as a redeployment staging facility. Force Provider is also seen as a system which can support noncombatant evacuation, humanitarian aid, and disaster relief missions such as hurricane relief efforts. The Force Provider site itself covers approximately 35 acres, including 10 acres for liquid and solid waste disposal.

Defense Distribution Center Staff Changes

COL Melton, DDC Chief Of Staff Retires

Colonel Glenn Melton, the first Chief of Staff for the DDC, was honored recently at a retirement and award ceremony held in the Command Conference Room at the New Cumberland Headquarters. At the DDC Melton found, in his role as Chief of Staff, the culmination of his 27 year career in the United States Army. Melton served over one year in his position.

Colonel Melton didn't want a lot of fuss made about his departure. Anyone asking when the Colonel was retiring got the answer, "I'll be around for a while." This attitude was typical of his approach to doing business on a daily basis at the DDC. A mild-mannered, low-key individual, Melton took on the daunting task of carving out a role for the newly established position when he arrived at New Cumberland in June 1998.

During this period, as throughout his Army career, Colonel Melton exhibited the highest level of professionalism, leadership, and dedication. He made significant contributions to the DDC organization which have had and will continue to have an impact on customer service. Colonel Melton saw the value of coordinated staff work and established internal processes at the DDC which allowed the staff to go to the Commander, BG Barbara Doornink, with a coordinated plan of action on any issue which came up. Colonel Melton knew well both the value and the detriment of staff work from his time as a depot commander. From 1995 to 1998, Colonel Melton served as the commander of Defense Distribution Depot San Joaquin, California, one of the DDC's two primary distribution sites.

Prior to his assignment at DDJC, from January 1993 to July 1995, Colonel Melton served as Associate Dean for Curriculum, Armed Forces Staff College. While there he worked closely with Combined Arms Support Command and Training Doctrine Command's "Louisiana Maneuvers Task Force" to ensure that updated Army supply support planning factors and consumption rates for combat operations were incorporated into the curriculum and computer simulations. In addition, it was Colonel Melton's responsibility to see that updated force lists were integrated into databases to enable planners to properly identify "sourcing" Army units in support Unified Command planning exercises. Colonel Melton also taught a graduate level course on all aspects of strategic planning.

From December 1991 to July 1992, as the Chief, Plans and Operations Division, 200th Theater Army Materiel Management Center, Colonel Melton supervised the identification and movement of equipment from Germany to Italy to establish a brigade sized war reserve set for use in United States Army Europe's southern region. He also developed a system for maintaining intransit visibility of major items involved in the move. Colonel Melton developed the plan for both the materiel management center's reorganization and its move from Kruezberg Kaserne to Panzer Kaserne in support of USAREUR's downsizing initiative.

From July 1990 to July 1991, Colonel Melton served as Commander, 800th Materiel Management Center (Corps). During this period and immediately prior to deploying from Germany in support of Operations Desert Shield/Storm, Lieutenant Colonel Melton planned and supervised the handoff of the Standard Army Intermediate Logistics (SAILS) database for nondeploying VII Corps units, and concurrently established automated supply support for all USAREUR deploying units. His unit's supply teams at aerial ports and sea ports processed over 3,000 air lines of communication pallets and 2,000 wheeled and tracked vehicles for distribution to arriving units. In the 48 hours prior to the start of the ground offensive, his unit issued 325 major assemblies for deadlined equipment; issued 80,000 sets of Chemical

BG Barbara Doornink presents retiring Chief of Staff Glenn M. Melton an Eagle Award in regognition of his exemplary service to the Defense Distribution Center.

See Melton, Page 21

Colonel Garey Heumphreus takes on Chief of Staff Duties

Colonel Garey R. Heumphreus arrived in New Cumberland recently and took on duties as the new DDC Chief of Staff. Heumphreus, a Transportation Officer by specialty, comes to the DDC from the Defense Logisitics Support Command (DLSC), where he served as the Distribution Policy Team Chief. Colonel Heumphreus is serving as the Chief of Staff in a temporary capacity. He is on Temporary Duty from DLSC. Commented Heumphreus, "I really enjoy my work as the Chief of Staff. This is as close to soldiering as I can get. The people are great here and I am learning a lot about the operation of distribution."

Heumphreus graduated from Mankato State College, Minnesota, in 1973 with a Bachelor of Science degree in Urban Studies. He later earned a Master of Science degree in Education Counseling. Colonel Heumphreus attended both the Transportation Officer Basic Course (in 1975) and the Advanced Course (in 1980). In addition, Heumphreus attended the Command and Staff College in 1991 and the Industrial College of the Armed Forces in 1998.

Colonel Garey R. Heumphreus, DDC Chief of Staff.

Prior to his assignments at DLSC and DDC, Colonel Heumphreus had numerous transportation related assignments. From 1993 to 1995, Heumphreus was the Battalion Commander, 181st Transportation Battalion in Mannheim, Germany. Thereafter he served as the Movements and Deployment Branch Chief at United States Armed Forces, Europe.

Though Heumphreus has not continued his education in the area of Urban Studies, he remains "interested in the political workings of big city governments." Heumphreus elaborated, "I was able to observe New York City during my assignment at West Point, NY from 1986 to 1990. Also, my [more recent] assignments in the DC area have brought me in close contact with DC politics and how the Federal government is deeply involved in the running of the capital city."

Colonel Heumphreus sees his career through the prism of its two most challenging moments. As an officer, Taking command of the 181st Transportation in Mannheim was a pivotal moment. "I took over a superb unit that had high morale and was very professional. I had to keep it operating at that level and make subtle changes to up the OPTEMPO of all 700 soldiers in the battalion." Heumphreus continued, "My most serious challenge as a soldier was when I was assigned as a Mortar Platoon Sergeant in the 2nd of the 14th Infantry in the 25th Infantry Division in the Republic of Vietnam. This was high adventure for a 23 year old soldier."

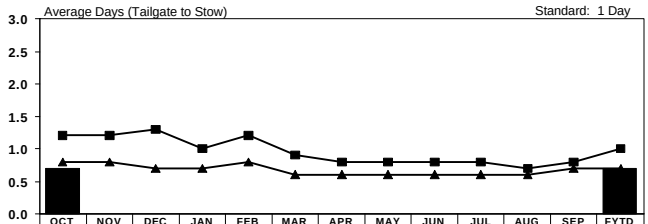
In addition to the challenges of his military career, there were "fun moments," as well. Though Colonel Heumphreus cannot pin down the most rewarding time of his career, he relates, "I really enjoyed my first assignment as the Support Platoon Leader of the 10th Cavalry, the Buffalo Soldiers, at Fort Carson, Colorado. The soldiers were great and I was in charge of all the logistics for the squadron. I had great fun."

Colonel Heumphreus has interests outside his many years of service to the nation. When not at his desk, Heumphreus might be found pursuing a number of outdoor activities including golf, tennis, jogging and biking. He has been jogging since 1975. Heumphreus: "I started in OCS and continue to enjoy the time I spend on the road with friends or alone." In addition, Colonel Heumphreus also relaxes in the garden and doing yard work around his home. Among his indoor avocations are bowling and history. His interest in history focuses on personal experience. "As a Vietnam veteran, I learned to enjoy reading about the war and the support it received at home and abroad." Heumphreus recently finished a book by Lewis Sorley, whom he met at West Point this past summer. Sorely's book, titled *The Better War,* contrasts the styles of Generals Westmoreland and Abrams." Like most important experiences in life, reading *The Better War* was a tough go, but well worth the experience.

Heumphreus on jogging: "I started in OCS and continue to enjoy the time I spend on the road with friends or alone."

DEFENSE DISTRIBUTION CENTER

NEW PROCUREMENT PERFORMANCE
(Includes Retail Receipts)

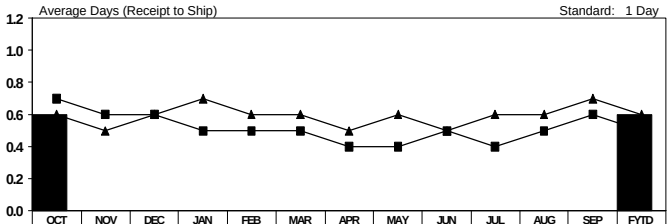


	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	FYTD
FY00 Days	0.7												0.7
FY00 Hrs/Min	23:46												23:46
FY00 % On-Time	87.79												87.79
FY99 Days	0.8	0.8	0.7	0.7	0.8	0.6	0.6	0.6	0.6	0.6	0.6	0.7	0.7
FY98 Days	1.2	1.2	1.3	1.0	1.2	0.9	0.8	0.8	0.8	0.8	0.7	0.8	1.0

Source: MIS
Prepared by: DDC-TO

DEFENSE DISTRIBTUION CENTER

HI-PRI MRO PERFORMANCE



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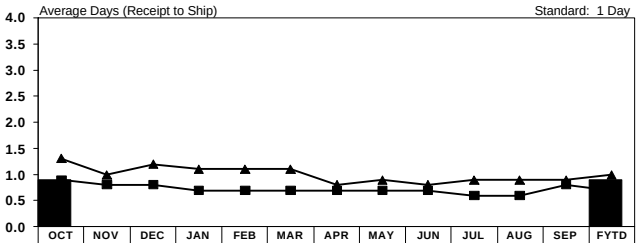
FY00 Hrs/Min*	28:18												28:18
FY00 % On-Time	88.11												88.11
FY99 Days	0.7	0.6	0.6	0.5	0.5	0.5	0.4	0.4	0.5	0.4	0.5	0.6	0.5
FY98 Days	0.6	0.5	0.6	0.7	0.6	0.6	0.5	0.6	0.5	0.6	0.6	0.7	0.6

* MADS to Ship

Source: MIS
Prepared by: DDC-TO

DEFENSE DISTRIBUTION CENTER

ROUTINE MRO PERFORMANCE



	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	FYTD
FY00 Days	0.9												0.9
FY00 Hrs/Min*	34:51												34:51
FY00 % On-Time	82.88												82.88
FY99 Days	0.9	0.8	0.8	0.7	0.7	0.7	0.7	0.7	0.7	0.6	0.6	0.8	0.7
FY98 Days	1.3	1.0	1.2	1.1	1.1	1.1	0.8	0.9	0.8	0.9	0.9	0.9	1.0

* MADS to Ship

Source: MIS
Prepared by: DDC-TO

Y2K Problem Will Be Nuisance, Not Crisis

By Jim Garamone

American Forces Press Service

WASHINGTON — Deputy Defense Secretary John Hamre expects Year 2000 computer problems to be "nuisances, not crises," he said Oct. 14 at a Pentagon press meeting.

Hamre said DoD will have Year 2000 fixes in place for 95 percent of its more than 2,500 mission-critical systems by the end of the year. Testing of the fixes will begin in March 1999. All mission-critical computer systems will be Year 2000-compliant in time, he said. The Year 2000 problem, nicknamed "Y2K" and "millennium bug," exists because the computer industry for decades saved expensive memory by using only the last two digits of years rather than all four — 1998 would be written "98."

Memory is cheap today. "Two-digit" hardware systems and software programs are still widely used, however, and no one really knows what a lot of them will do on Jan. 1, 2000. It could be disastrous, for instance, if finance and accounting systems treat the "00" as "1900." Government and industry are scrambling for "compliance" — assurance their systems will handle the year change correctly. Hamre said the department is attacking the Y2K problem just as it would an enemy. "We know the time and place this enemy will attack," he said. "It has the capability to shut down our fuel system, command and control, logistics and resupply — everything an enemy would go after.

"In July, we said to the chairman and the chiefs, 'This is a warfighter issue.' That galvanized the leadership. The technical guys had always been concerned and working hard on the issue, but this [move] got high-level interest, and we've made much progress." The warfighters are in charge of certifying weapon and

communications systems. The various undersecretaries of defense are in charge of certifying support systems. The warfighters and undersecretaries also must design tests to ensure the fixes work.

Hamre said it is tough to put an assessment together because the problem is so large and widespread. "We run a test in one place with one piece of equipment and it works well," he said. "We do it with a similar piece of equipment somewhere else and it fails miserably. Another example is we have 14 mission-critical systems in our intelligence field, but there are 300 separate projects associated with them." DoD is "on a path to fixing the problem. We can't use the excuse that we can't defend the country [on Jan. 1, 2000] because our computers went down," Hamre said.

The department is slated to receive $1.1 billion from Congress as part of a supplemental aimed at correcting Year 2000 problems. DoD officials said the total cost for the problem will be around $1.9 billion, not including testing costs.

Hamre is not as confident about U.S. allies. "Some, like the United Kingdom, have an aggressive program," he said. "Australia, Canada are also with us. It falls off rather quickly after that." He said some allies six months ago were still not really aware of the problem — they didn't think it that big a deal, he surmised. "I think we're going to see some nasty surprises overseas," he said.

The United States is working with allies on the Year 2000 problem. Early warning systems and nuclear command and control in Russia are a concern, Hamre said. The U.S. military is working with Russian counterparts to keep early warning systems working and to maintain controls in the Russian nuclear surety program. DoD is also working with U.S. firms to ensure DoD facilities will work after the deadline. "We're confident in the national telecommunications system," he said. "DoD works through the National Communications System to ensure changes are made and the system will work. Our industry partners have no sense of panic over Year 2000 problems in the continental United States. We can't say the same about providers overseas."

DoD and other federal agencies are working together on Year 2000 consequence-management plans — what they must do and what other help they can render the nation if Y2K bugs cause problems. "We [DoD] don't know how widespread the problem will be," Hamre said. "We have the largest field-power-generating capability in the world. We can provide emergency drinking water. We can provide emergency communications." But even these capabilities would be overwhelmed if there were massive problems, he said.

"Obviously, we would have to set priorities," he continued. "The survival of the country is first — our nuclear command and control — this would have the first priority. Early warning is a priority to DoD as is the protection of the president of the United States and ongoing military operations. All these would be our priorities. What about public safety and health? How could we help? These are all questions that have to be answered." Jan. 1, 1999, is the deadline for all systems to be Year 2000 compliant. "I wake up about once every five days thinking this problem is a lot worse than we think," Hamre said. "But I think we have put our arms around the problem. We will do the job of defending the United States of America on Jan. 1, 2000."

Melton,
Continued from Page 19

Protective Overgarments; receipted and issued over 220,000 sets of desert camouflaged uniforms, and 124,000 pairs of boots to Corps units. Under his leadership, the 800th MMC supported the largest US armored corps ever assembled while organized at authorized level of organization (ALO) 6. Upon returning from Saudi Arabia, his unit immediately reestablished both accountability for Class H, IV, and IX supplies being returned from Southwest Asia; and automated requisitioning capability for returning units. Concurrent with preparing his own unit for deactivation, he reestablished accountability for the Support Command's residual Class VII stocks, then coordinated the technical inspection and final disposition of these assets.

In addition to the above examples of Colonel Melton's many noteworthy achievements he also served as the primary Office of Deputy Chief of Staff Logistics (ODCSLOG) action officer for logistics force structure initiatives from July 1989 thru July 1990. During this period, he developed the strategy and redesign for logistics command and control units that will become critical components on the nonlinear battlefield. He also provided the Deputy Chief of Staff Logistics (DCSLOG) and Assistant Deputy Chief of Staff Logistics (ADCSLOG) staff updates, impact assessments, and recommendations on proposed force structure changes. Additionally, he was directly involved in developing the Time Phased Deployment List for combat service support units required to support the 18'h Airborne Corps' deployment to Saudi Arabia (Operation Desert Shield).

In short, Colonel Melton's contributions to DDC, the Army, and the Nation have been many and significant. This most recent assignment with DDC culminates a brilliant and outstanding 27-year career in the Army. His distinguished record of performance clearly sets him apart from his peers, and reflects great credit upon himself, the United States Army, and the Department of Defense.

Forklifts,
Continued from Page 9

them along. "That's it. Now use your lever to tilt the forks back," instructor Jim Corso tells Sandy DeVine as he reaches to point out the right lever. She is going to become a material identifier and examiner soon, and must drive a forklift.

DeVine's history of forklift driving is very limited, having driven sparingly for a previous employer. "It is excellent training," said DeVine. "I feel a lot more comfortable than I did this morning." "This is like basic training for forklift drivers," added Corso. "We teach them where the levers are and how to handle them. Things like that." Technicians note the weak points so Guillen, the MHE license certifier can make the call whether they must re-test or not. "Our objective is to get everyone through the course," said Guillen. "If there is a weakness that needs correcting, we work with them until they pass and feel comfortable with it."

Defense Distribution Depot Red River, Texas

Kirk Zachry Named Deputy Commander

Marlin K. (Kirk) Zachry, Jr., was recently selected Deputy Commander of Defense Distribution Depot Red River at Texarkana, TX.

Zachry replaces Fred Milton, who served as Deputy Commander of DDRT from October 1991, until his retirement, June 30, 1999.

Zachry's civil service career began when he joined the Army Materiel Command's Supply Management Career Intern Program at Red River Army Depot in 1975. He completed the program in 1978. At Red River he held positions in Production Planning and Control, in the Administration and Systems Branch, and in the Directorate for Services. In 1983, he began his career in the Inventory Management Division of Red River Army Depot, where he served in various positions over the next ten years. His personnel management skills and years of experience were well utilized by the Command Staff during reorganizations and decision making processes during this time. In 1995, Zachry was reassigned to the position of Chief, Product Receipt and Evaluation Division. In September of that year, Zachry was named Chief of Warehousing Division. He served in this position until named Deputy Commander of DDRT.

Marlin K. (Kirk) Zachry, Jr., new DDRT Deputy Commander

Zachry has completed many hours of personnel management and distribution function training. This training has provided him with a comprehensive background which he takes with him to the position as Deputy Commander. Zachry has also proved to be a manager who is well respected by his DDRT peers, co-workers and management.

See Zachry, Page 25

Roberts Designated *Volunteer Point of Light*

Billy Roberts a Defense Distribution Depot Red River, Texas employee who works in the Maintenance Branch of the Depot Support Office. Roberts devotes many volunteer hours throughout the year as President of the Pleasant Grove Youth Association. Because of his work with the youth organization, Roberts is the latest recipient of the New Boston, Texas Tribune's *Volunteer Point of Light* recognition.

Roberts began his role with the association as a supportive parent when his son, Hunter, began to participate in baseball. He was soon volunteering as a coach and then became a member of the board of directors. He is now in his seventh year of serving on the board and his second year as association president.

Billy Roberts, DDRT employee in the Maintenance Branch of the Depot Support Office

The youth association has seen continual growth in the level of participation as evidenced by each league adding a new team to this years baseball programs. Over 450 boys and girls were involved in this summers league play. In addition to the baseball program, the association sponsors girl's volleyball and flag football in the fall for grades three through six and basketball for boys and girls in grades two through eight in the winter.

"It is really a lot of fun working with the kids," Roberts said. "I enjoy watching them progress as they learn new things and improve their skills." Roberts also enjoys the interaction with the youth off the field or court, as he encounters them in public.

Roberts and his wife, Linda, have been married for 16 years and in addition to 13 year old Hunter, they have a daugher, Chelsea, seven years old. Linda is a branch manager for a local bank, where she has been employed for 19 years. Roberts has been employed at Red River Army Depot and DDRT for 18 years. Roberts is a graduate of DeKalb, Texas High School.

Roberts also finds time for several hobbies despite the many hours spent working on the association projects. All of his interests involve outdoor activities. Roberts enjoys deer and duck hunting and water skiing. He also operates a small

See Roberts, Page 25

Customer Satisfaction Hinges on Peripheral Services

Tammy Gardner, left, and Roy James (on forklift) check material prior to shipment .

"Customer Service consists of two sub-elements," according to Charles Austin, Chief, Packing and Shipping Division, DDRT. These are core service and peripheral service. Austin elaborated, "Core services are those things a customer expects." By extension, then, one could look at peripheral service as "the icing on the cake," - those things that are extra, outside the realm of normal customer expectations.

Keeping those two elements of service in mind, the best way to improve customer service is to attempt to maximize the peripheral service experience for the customer. According to Mr. Austin, there is a perceived difference in the customer's mind between core and peripheral service. "Pulling material from a warehouse, packing it, and shipping it, is a core service which the customer expects us to do well. We must excel by providing them something extra that they do not expect," Mr. Austin said.

The question then, especially for government service providers is, "How do you excel in providing this elusive thing known as peripheral service?" Austin pointed out that for years Defense Distribution Depot Red River has been in the forefront with new ideas -- like radio frequency tags, smart card technology, laser cards, customized packing at unit level, bar coded Military Shipment Labels and other documentation, dedicated truck service, and so on.

Charlie Thomas carefully secures package before it is sent out from DDRT.

As Austin points out, "Although these new ideas have helped us provide improved customer service, nothing can replace the efforts of employees."

Having said that, the government service provider has to be ready to respond when the inevitable happens. Errors will occur from time to time in the requisitioning process and these errors may result in the supply source receiving a requisition later than expected or needed. "As you can imagine, a customer who has a need for a critical shipment is pleased, to say the least, when the shipment arrives at its destination expeditiously," stated Austin.

The combination of human responsiveness and updated technology has given DDRT an excellent reputation with the customers for going beyond what is expected.

Fred E. Milton, DDRT Deputy Retires after 33 Years of Federal Service.

Fred E. Milton, DDRT Deputy Commander 1991-1999

"Uncle Sam" has been extremely good to my family and me. I have had the privilege to work in places around the world, meet and see distinct peoples and landscapes; I've learned how logistics and distribution support systems interface with the soldiers that serve our nation and the financial and acquisition processes that sustain them. It's been a "Great Run"!!!

When I started my career as a GS – 05, I never dreamed it would lead to all of the wonderful experiences. I always tried to take the jobs nobody else wanted to do and get it done to the best of my abilities. Fortunately, with the support of some excellent managers, supervisors, fellow employees, and an extremely patient and understanding family, it's worked out well for me. I've made some lasting friendships.

There will always be a special "niche" in my heart for people of Red River, your work ethic and your love for our military customers. It's a special trait that is not found in all organizations, being proactive in setting selfishness aside to get a job done. It certainly manifested itself in some of the distinct challenges we have faced since I returned to Red River in 1989.Now with A-76 staring us in the face next year, we all need to again focus on "whatever it takes" to win. I challenge each and every one of you here in the DDRT to set your personal agendas aside and work to do exactly that…WIN!!!!

Some things have definitely been better and some things have been different because of each of us. It would not have happened if all had not done our part each day. Through all of my efforts I have tried to make Red River a better place to work, and posture it to win the competitive challenges that lie ahead.

I wish you all well in your future endeavors. Take care…..Fred

Defense Distribution Depot Jacksonville, Florida

DDJF Cleans Up

Pictured here are photos of the infamous “South Forty” at DDJF. These photos of the outdoor storage area were taken just over one year ago.

Pictured above right is the ceremonial “last box” to be removed from the area and the team that, along with numerous woodworkers, cleared the uncrated outdoor storage items from DDJF. With the removal of the last box, the outdoor cleanup and crating project DDJF is considered complete.

CDR Doug Osborn expressed his sincere thanks to DDJF team members, DDC staff, as well as to Captain Kenney, DDSP Commander, for their assistance with the project. Said CDR Osborn, "This truly was a team effort and without their help the successful conclusion of this project would not have been possible."

Defense Distribution Depot Puget Sound, Washington

DDPW Receives High Marks on Level 1 SUBSAFE Review

On July 23, 1999, auditors from the Navy's Inventory Control Point conducted a two-day review of the Level 1 / SUBSAFE program at the Defense Distribution Puget Sound (DDPW) in Bremerton Washington. This review is designed to test the effectiveness of procedures related to the execution of the Level 1/ SUBSAFE program, particularly in the management and administrative functions. Examination of training records, personnel interviews, material control, and documentation were thoroughly reviewed to ensure total compliance is met for the success of this program.

Never heard of Level 1 /SUBSAFE before? Don't know what it's about?

For those old enough to remember the early 60's, it was a time of dramatic events associated with tragedy. On April 10, 1963, 200 miles off the North Atlantic coast, sea trials had begun for the USS THRESHER, SSN-593. The nuclear powered submarine had just completed an extensive overhaul at the Portsmouth Naval Shipyard, and was now going through the rigors of qualifying for sea certification. During the trials, USS THRESHER performed routine course and depth maneuvers as it's escort ship, the USS SKYLARK, watched from above and monitored the submarine's progress.

Two hours into the sea trial, at 9:02 am, Eastern Standard Time: the USS THRESHER contacted the USS SKYLARK and reported it was having minor difficulties with the handling of the submarine. Conversations between the two vessels gave no immediate concern or urgency that the USS THRESHER was in any serious danger. 9:12 am, monitoring devices aboard the USS SKYLARK indicated that the submarine had lost control and was descending to critical levels beyond the sub's crush depth capacity. Contact with the submarine proved hopeless as the USS THRESHER made its decent to the ocean floor; 112 Navy men and 1 7 civilians aboard the USS THRESHER were reported lost at sea.

Naval authorities conducted a court of inquires to establish a cause in this tragic disaster. The SSN TINOSA, currently under going the same type of overhaul just completed by the USS THRESHER, was used as part of the Navy's investigation.

Disturbing deficiencies in design, work procedures and quality control were noted during the investigation; however, critical attention was focused on the deballasting and air system design that allows the submarine to submerge and resurface successfully.

This tragedy prompted the Navy to implement a program requiring a unique set of standards for the design and construction on naval submarines. The Level 1 /SUBSAFE program requires exacting standards to regulate, control and maintain integrity of the submarines critical support system and components. This program requires certification, material control and documentation to provide the assurances of survivability aboard any submarine.

Because of the stringent requirements regulating this program, audits by the Naval Inventory Control Point are conducted on an annual basis. Teams visit the various distribution facilities that receive, store, maintain and issue Level 1/SUBSAFE material to customer's worldwide. The Defense Distribution Depot Puget Sound takes this program very seriously, as it is aware of the potential life threatening consequences that could result in a poorly run program. The auditing manager for the Department of the Navy Inventory Control Point was impressed with the overall knowledge, material handling and documentation control that was exhibited by key depot personnel. This attention to detail lead to a no finding report presented to the Depot Commander during the out brief.

Roberts,
Continued from Page 23

taxidermy business out of his home in the Pleasant Grove area.

Roberts learned the art of taxidermy through a correspondence course and took additional vocational course work at Arkansas High School in Texarkana, Arkansas. Concerning his hobby with taxidermy, he said, "I would love to do it full time, but right now I am just doing it as a hobby. I like to get out there and tinker around in the shop."

Roberts'son is now primarily involved in school sports, but his daughter has six more years of youth association activities ahead of her. He plans to step down as association president in March 2000. However, he plans to continue on the board of directors. Roberts is the son of Billy Jo and Addie Roberts of DeKalb.

Zachry,
Continued from Page 22

Zachry was raised in Hooks, Texas in Bowie County. He was graduated from Hooks High School in 1970 with athletic and scholastic honors. He attended Texarkana Community College, Texarkana, Texas and received a bachelor's degree in Personnel Management and Accounting in 1974 from East Texas State University in Texarkana, Texas.

Before becoming Deputy Commander of DDRT, Zachry served as Chief of the Warehouse Division at DDRT. He has been with Red River Army depot and DDRT since 1976.

DDC Employees Recognized

Alden Johnson Recognized for Outstanding Service

Alden E. Johnson, left, is presented Outstanding Achievement Certificate by LTC Charles W. Gore, Commander DDHU.

Alden E. Johnson, Materials Examiner and Identifier, retired from Defense Distribution Depot Hill, Utah (DDHU) on September 30, 1999, with 33 years of federal service. In addition to his many years of service to the nation, he also has the distinction of having accumulated 3,404 hours of sick leave. Now, that seems like a large number, but it needs to be placed in some perspective. At the rate of 4 hours of sick leave earned per pay period, it took Mr. Johnson some 851 pay periods to accumulate that leave. Well, that's a large number, too. With 26 pay periods in a year, it took 32.7 years to accumulate 3,404 hours of sick leave. Well, let's see. That must mean that Mr. Johnson, in addition to his 33 years of service did not take any sick leave during his tenure with the government. Oh, yes. 3,404 hours also represents 1.64 additional years of service which would be credited to Mr. Johnson in calculating his retirement annuity. Mr. Johnson was presented with a plaque and an Outstanding Achievement Certificate by DDHU Commander, LTC Charles W. Gore.

DDJF Suggestion Saves $80K

The Suggestion Program is still the place where employees can submit their ideas to improve work processes or suggest ways to save scarce government resources. In the case of Suggestion #96-DDJF-004, the suggestion presents the manhours and costs to repair aircraft canopies that were being damaged during shipment. Approximately 12-15 canopies were being damaged per quarter. Repairs to the canopies cost approximately $1,120 (14 hours of work at $80 per hour). This suggestion resulted in the design and construction of a new container for shipment of the canopies. DDJF developed the idea in conjunction with personnel from the NADEP Jacksonville.

The problem was identified by NADEP employees who identified structural support problems with the canopy crating process. Canopies were not being positioned and supported properly in the crates, causing damage during transportation. Employees from the NADEP, along with employees of the DDJF Packaging and Crating Section developed and evaluated an improved crate, paying particular attention to areas of concern which had been pointed out. Two forward and two aft prototypes were developed and are presently in use. Personnel are tracking the canopies to gain additional feedback from customers on any damage sustained to the canopies. Not only is this an example of how employees can improve work processes, it is an excellent example of inter-agency cooperation to solve problems of mutual concern. First year savings are calculated at $80,000. DDJF Employees Howard Hall, Don Austin and Christopher McNeish contributed to this suggestion.

LCDR Brunson Honored

LCDR Robert L. Brunson was presented with a Commander's Coin recently by LTG Henry T. Glisson, DLA Commander. LCDR Brunson was nominated for the award by CAPT J.R. Trowbridge, Commander, DDNV. Brunson was nominated based on his "outstanding performance, impeccable professional skill, knowledge and superb leadership as Director of Transportation, DDNV. Brunson was key in re-engineering the depot's core business practices and oversaw startup of the depot's Emergency Supply Operations Center.

Active, not only in military affairs, LCDR Brunson recently completed a term as the Treasurer for the Williamsburg College Childcare Center. As Treasurer, Brunson managed business accounts in excess of $500,000.

Defense Distribution Depot Cherry Point, North Carolina

Radford and Rumfelt, Animal Rescuers

The tragedy experienced by the victims of earthquake, hurricane and fire is transformed into some kind of reality for most people through the various news media to which they are exposed every day. Nevertheless, Tim Radford and Jim Rumfelt were shocked by the devastation they encountered when they volunteered to rescue pets stranded in the flooded community of Belvoir, North Carolina. The scene was one with surreal qualities. Rumfelt and Radford were boating around roofs and chimneys of houses where animals remained trapped. Submerged cars and trucks and street signs became obstacles to avoid as they motorboated around the community. It occurred to Tim Radford that there was a job to be done as he was watching television news coverage of the local flooding in September 1999. Lacking the necessary boat for animal rescue, however, Radford called his friend, Jim Rumfelt, who owns a 13-foot Boston Whaler.

The first order of business was to talk with Rumfelt. Next was a quick conversation with his boss at DDCN to determine whether he could take time off from his job at the depot. The two friends then spent the next two days rescuing a large variety of animals within a 6-mile radius of Belvoir. Among the rescued were a dozen dogs, three cats and a rat (a pet). Working with four other boats, Radford and Rumfelt rescued or fed more than 60 animals. The effort was undertaken in coordination with Emergency Animal Response Services, the Pitt County Humane Society and local animal control officers.

How did Rumfelt, Radford and other rescuers know where to find animals? People who had been evacuated submitted requests to the team. Teams would then be dispatched to feed animals or rescue them. The effort required a variety of supplies including food, water, leashes, collars and medical supplies. Rescued animals were taken to the Brody Life Science Building at East Carolina University. Owners could then go to the temporary shelter and find their animals. Rescuers also posted notices at homes informing owners where their pets could be found. Mr. Radford related that not all of the efforts were successful. It was already too late for some animals. Some animals, left chained, for example, had no chance to survive.

Nevertheless, there were many happy endings. Several dogs managed to make their way to high ground and waited only for food and water. Cats disregarded their natural antipathy to water and dogs and swam directly to rescuers. Some animals were disoriented, though, said Mr. Radford. They found one dog swimming in circles, in spite of the fact that it could have made it to higher ground. It seemed as if the dog didn't want to leave its territory, even though it was under water. The dog was taken into the boat in shock.

Mr. Rumfelt found a dog with a broken leg under a mobile home. The dog was frightened and had found shelter under the dwelling. Rumfelt and other rescuers had to tear out the underpinning. They were afraid they would have to leave the dog because they couldn't swim under the trailer. Finally, the dog came out. Rumfelt and Radford were not without expert assistance. Trained animal rescue workers accompanied each team. This was important since animal behavior had to be considered in affecting a rescue. For example, some dogs are very protective of their territory and extreme care had to be taken in approaching them. Animals often had to be coaxed and cajoled to safety. Many growled and snarled at rescuers. Others had to be muzzled.

The rescue effort had its share of danger, too. A rendezvous point at a local bridge was rendered useless when the bridge was deemed unsafe and was shut down. The team was on its way to the bridge when it received a message not to go there. Rescuers were to be back before dark. The darkness, of course, posed its own threats in areas without power and light. There was all kinds of debris floating in the water. There were propane tanks and live power lines to be tended with. The team thought about trying to cross the Tar River, but rapids made that seem unsafe. Instead they headed toward light they saw in the distance. They found a flooded house nearby, where there was still power. A mother and her daughter refused to evacuate because they wouldn't desert their pets. The woman informed the animal rescuers about a nearby shelter. The team tied their boats up to her mailbox, and set the animals out at church nearby. A local veterinarian agreed to watch the animals overnight so the group could get some rest and food.

As the team began making their way through the flooded streets to the church, a National Guard truck came by and gave them a ride to the shelter. Rumfelt and Radford said the truck came along at just the right moment. They spent the night at the church, the Gum Swamp Free Will Baptist Church. It was a small church and the chairman of the Pitt County Board of Commissioners and his wife were there cooking meals. They were doing this in spite of the fact that they themselves had been evacuated. Radford and Rumfelt both expressed their appreciation for the many people who helped out in rescue and evacuation efforts.

It was not only domestic animals who were victims in the flooded areas of North Carolina. There were patches of dry grass where a few horses or cows were waiting patiently for the water to recede. In addition, there were local wildlife running loose on patches of dry land anywhere they could find it. Teams also tried to leave food for them whenever possible.

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