

Distribution Center San Joaquin

Army and Navy Reserve Units Cooperate for Operation Shift Colors



Relocating items into new bins at Distribution Center San Joaquin are from left, Pvt. Charles Sanders, Pfc. Anthony Sayles and Pfc. Elizabeth Geiger, all members of the 275th Quartermaster Co., from Fort Pickett, Va.

Troops Exercise Contingency Mission

During a three-week period in June, a Joint Reserve force of Army and Navy units provided essential contributory support to Defense Distribution Depot San Joaquin (DDJC), in northern California. The exercise, "Operation Shift Colors," stretched from June 6 through June 25, 2000 and comprised three major evolutions.

The majority of the exercise consisted of a major re-warehousing project that moved 28,246 lines of items from the Sharpe site of DDJC to the depot's Tracy site 14 miles away. This exercise was a major step in consolidating 95 percent of depot operations in Tracy.

Also, Reserve Units completed a Command Post Exercise (CPX) utilizing the Defense Automated Distribution System (DADS) to simulate a humanitarian support mission in a hypothetical island nation. Finally, during the last weekend of the exercise, reservists participated in a 2-day field exercise.

On June 6, 2000, the 275th Quartermaster Company, an element of the 429th Supply & Service Battalion based in Fort Pickett, Va., began a re-warehousing project that ultimately involved over 95 soldiers and sailors. On June 12, Navy Reserve Defense Distribution Detachment B220 (NR DDC

B220) joined the Army unit to form a Joint Force that supported the effort until June 24.

In addition, sailors from the following Units also participated in the re-warehousing effort: Naval Reserve (NR) Defense Distribution Center B120, NR DLA Contingency Support Team / Distribution Operations Team (NR DCST DOT) San Joaquin, NR DCST DOT Salt Lake City, and NR DCST Logistics Assistance Team San Diego (NR DCST LAT).

Overall, the interaction between Army and Navy went smoothly. Storekeeper Second Class Traci Harmon, USNR, commented "once we got past the basic language differences, such as "head" versus "latrine" and "deck" versus "floor," we got along great!"

The primary goal of DDJC's re-warehousing project was to consolidate the fastest moving material to the Tracy facility. The joint Army-Navy team picked and stowed 28,246 inventory lines and provided over 4,100 hours of direct contributory support. These efforts equaled 110 percent of an aggressive goal to move 25,000 inventory lines. By providing a manpower "surge", the joint team was able to rapidly relocate the

fastest moving inventory lines. As a result, the percentage of issues generated by the Tracy site increased from 85 percent to 91 percent in a matter of days.

"This has been a rewarding but occasionally arduous project - the team worked one day in temperatures that reached 108 degrees. Nevertheless, morale remained high throughout the entire exercise" said Re-warehousing Project Officer-in-Charge CDR Kathleen Jensen, SC, USNR.

During the CPX phase of Operation Shift Colors, members of DCST DOT San Joaquin connected with members of DCST DOT Bessemer and DCST DOT Salt Lake City in an exercise designed to test members' abilities to react appropriately in a field depot environment using a locally developed software system to record depot transactions.



Dioscoro Torrea, left, and SH3 Jerry Fong of the DDC Naval Reserve Unit were among the 95 reservists that relocated 28,246 lines of stock for Distribution Center San Joaquin.

The successful exercise drew on real world experiences in Bosnia and Hurricane Marilyn to simulate real field depot problems.

The final two days of the Operation saw members of DDC B220 and DDC B120 participating in a Field Exercise at Camp Parks in Livermore, CA. There, the reservists completed a Leadership Reaction Course and a Land Navigation Course.

“The level of support provided by this Joint Army-Navy team has been nothing short of phenomenal,” said DDJC Commander, Army Col. John Marx. “These soldiers and sailors worked in very tough conditions, produced outstanding results and have greatly assisted our efforts to consolidate activities at DDJC.”

Potato Chips Not Just for Snacking any More

A new biodegradable packing peanut made from potatoes is replacing the foam-in-place packing operation at DDJC. The new material is called Enviromold and does everything the foam-in-place packing system did, but much cheaper and with environmentally safe products that are biodegradable.

When DDJC shipped out porcelain fixtures, small generators, or other fragile parts requiring custom made packing, a packer had to use a respirator, and other personal protective equipment. This was required because of the danger involved in using hazardous chemicals used by the foam-in-place machine.

The new material resembles styrofoam peanuts. However, it is made from potato starch and when sprayed with water compresses around the item being packed and creates a fitted cushion around the item.

According to DDJC packaging specialist Danny Cannon, Enviromold is so safe, you can eat the packing material without causing harm.

After purchasing the Enviromold system for \$8,500, DDJC will save \$20,800 annually in the cost of packing materials. Additional benefits include the elimination of exposing workers to hazardous chemicals, and the removable of these chemicals from the waste stream.

“Right now we are using up the foam-in-place chemicals,” noted Cannon. “Once they are exhausted we will not use anymore foam-in-place.”

Packers also started using a notched strip of fiberboard, called sus-wrap for packing glass. This packing material reduces the time needed to pack glass and allows more sheets of glass to be packed in a carton. Foam-in-place was previously used to pack glass.

DDJC saves \$21K annually in packing materials and preserves the environment!

Distribution Center Opens Natural Gas Fueling Station

The air quality in San Joaquin County will get a boost as DDJC opened a Compressed Natural Gas Fueling Station on June 13. The new station will fuel the depot’s 37 vehicles that operate on Compressed Natural Gas.

Natural Gas produces virtually no sulfur dioxide or particulate emissions and emits, by far, lower levels of “greenhouse” gases and nitrogen oxides than those produced by gasoline or diesel.

“Having our own Compressed Natural Gas fueling station is a tremendous resource in the prevention of pollution,” said Defense Distribution Depot San Joaquin Commander, COL John Marx, USA.

Dr. Marshall Bailey, Director of the Defense Logistics Agency Support Services, cut the ribbon to open the facility. Also attending the ribbon cutting was the San Joaquin County Clean Air Coalition Committee and several members of the San Joaquin County Council of Governments. The depot operates of total of 197 vehicles that range in size from compact sedans to fire trucks. As gasoline and diesel vehicles are turned into the General Services Administration, they will be replaced with vehicles equipped to run on Compressed Natural Gas.



DLA Director of Support Services, Dr. Marshall Bailey, cuts the ribbon to open DDJC’s Compressed Natural Gas fueling station. Pictured from left are, Garry Krebbs, DDJC Construction Officer’s Representative for the CNG fueling station; Rod Tatman, chief of the Engineering and Equipment Division; COL John Marx, Depot Commander; and Carlos Tobar, chairman of the San Joaquin County Clean Air Coalition.

Supply Chain Management 2000 Course Teaches Distribution Business Skills

by Jean Benner

Rene Naranjo, a material handler in Warehouse 8, believes he can make a difference at DDJC. "I'm always asking questions and constantly challenging old systems and procedures," said Naranjo. "I have so many ideas. I know we can make DDJC more efficient and effective." Naranjo also is always on the lookout for ways to grow professionally.

So when the Supply Chain Management training program was announced in May, he saw a great opportunity to learn more about the distribution business and possibly implement one of his ideas through the development of a project. Naranjo applied and was one of 16 DDJC employees accepted into the program.

Supply Chain Management 2000 is a training opportunity developed by DDJC, in partnership with the University of the Pacific's Westgate Management Development Center in Stockton, CA. The

Supply Chain Management Projects and Participants

Associates enrolled in the course and their projects include:

Terri Dalton--Develop a unique method to identify Velocity Management Material in DSS

DeeAnna Perry--Reposition manpower to increase the efficiency of resource utilization

Yvonne Hicks--Improve CCP hazardous item line/material line count statistical process

Tara Juarez--Establish computer accessibility for all local working procedures

Christian Fox--Identify and dispose of excess equipment at the Sharpe site

Rene Naranjo--Develop sequential storage configuration to optimize warehouse and selection efficiency on a bulk scale

Darlene Davis--Reduce excess Automated Data Processing Equipment currently on hand and future buildup

Abe Cabrera--Improve current procedures of DSS functions regarding commercial carriers conducting shipping and receiving activities at DDJC

Gary Jackson--Develop a consolidated area for transshipment material (non-CCP) that improves movement and efficiency

Johnny Grizzle--Develop a program using DDJC personnel to dispose of dials and gauges containing luminous paint

Zack Scott--Streamline the packing process for the unitizing crew

Lynda Tonarelli--Reduce the amount of time for selecting stock by positioning fast moving material in prime selection areas

Ramon Del Toro--Improve the cardboard bailing process by installing exchangeable compaction containers

Teri Henry--Develop a system to recognize employees with the highest production standards in each work center quarterly

Marshall Cloud--Incorporate intermodal concept to move freight

Bridget Miles--Identify, analyze, and streamline the methods of stock induction into bin packing

series kicked off May 24, 2000 at the University and will continue one day a week for a 10-week period. Topics involve issues such as warehouse and

inventory control, team building to boost productivity, financial analysis, and tracking.

The 16 DDJC participants were selected from a field of applicants who participated in a formal two-part application process. Applicants were first asked to describe a problem or idea and identify projected costs and benefits. Next, applicants outlined how they continually seek to grow professionally. Several students from private industry are also participating in the program.

A unique aspect of the training program is the project development. Students take the skills and knowledge learned during the formal training sessions and apply it to the



DDJC Commander, Col. John Marx addresses Supply Chain Management class at the University of Pacific's Westgate Management Development Center. In the 10-week course, DDJC associates and private sector counterparts strive to improve workplace processes.

development of a work-related problem or idea. Naranjo's sequential storage configuration project looks promising, according to his supervisor, Frank Garza. "The potential for reducing processing time, re-warehousing stock, and possibly accelerating one-day processing is there," he said. "I'm excited about the possible improvements that can be achieved."



Westgate Center Director Bob Penezic visits Rene Naranjo in the warehouse to discuss a class project.

Another important component of the program is weekly on-site visits with each student by the Westgate Center's Director, Bob

Penezic. "My job is to ensure students take what they learn in class and apply it to the project development process, as well as to their everyday work assignments," he said. "I'm amazed by the many innovative ideas and the focused energy of the students."

DDJC Deputy Commander Dave Ennis is equally enthused. "We're very excited about the program," said Ennis. "You have to be continually improving or you're not competitive."

Army Colonel John Marx, DDJC Commander, sees the program as an innovative new approach to learning. "The follow up and measurement are key program components," said Marx. "Feedback from the students and the UOP faculty, along with project results, will shape the future direction of the program."

Super Warehouse Takes on New Use

What was once a center of distribution operations that combined receiving, storing and shipping in one central operation began limited operations starting July 15. Bldg. 330 at Sharpe, brought on-line in 1989 as an 825,000 square-foot super warehouse, will serve strictly as a storage location. Receiving operations ceased in the building on May 29, and on July 15, the packing and shipping functions will move to Tracy. This change moves DDJC closer to fulfilling the goals of Distribution Center 2000, which calls for 95 percent of the workload to be accomplished at the Tracy location.

Bldg. 330, also called the Western Distribution Center, served as the Army's prototype for automated storage and distribution operations. The Army intended to build two other similar, but much larger buildings at depots in New Cumberland, PA. and Red River, Texas.

A warehouse twice as large at 1.8 million square feet was

built at New Cumberland. It is the largest warehouse in DoD. The warehouse at Red River was built in 1998, but scaled down to 640,000 square feet. Bldg. 330 featured over 400,000 storage locations. Most of the storage was located in a rack and bin section that rose to 69 feet in height. Automation included nearly 3 miles of embedded towline track, 2.5 miles of overhead conveyors, 79 bin packing stations, and 20 hybrid lift trucks that operated in the high rise section. The building contains 41 shipping doors.



Towline carts that once moved freight throughout the super warehouse have come to a halt as the facility evolves from a distribution center to a storage location.

Single Receipt Identifier Code (RIC) for DDJC Improves Operations

Single RIC makes debut with DSS 8.0

Over Memorial Day weekend, a major DDJC milestone in moving toward Distribution Center 2000 was achieved with the conversion and implementation of the Increment 8.0/ single Routing Identifier Code (RIC) copy of the Distribution Standard System (DSS). This monumental effort resulted in the merging of the two separate copies of DSS for Tracy and Sharpe sites into one mega database.

The new single RIC version of DSS designates Tracy and Sharpe as two distinct worksites, each with its own worksite code; J1 for Sharpe and J2 for Tracy. In conjunction with merging the Tracy and Sharpe copies, the latest DSS Increment 8.0 functionality was also provided. The most noticeable features of this new increment are the new DSS 8.0 menus, designed by the Defense Distribution Center to

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was [designed] to prevent soil contamination, so protection against the weather was not taken into consideration.”

The location of the drum yard (alongside the waterfront) and exposure to the weather contributed to the problem and resulted in many warehouse denials that were due to the condition of the drums. The average drum received from the continental United States lasted only about three months under the previous environmental conditions before corrosion began to take place.

“Corrosion, which caused drums to be considered ‘Not Ready For Issue’ to forward deployed ships and shore activities became expensive,” said Grays. An average of \$150 thousand per year was expended on disposal of deteriorated products through the Public Works Center and local contractors.”

In lieu of continuing to deal with the high cost of the present method of storage, DDYJ created a long-term solution to the problem. The answer was to build prefabricated metal structures, which could be funded and constructed faster than a conventional flammable and hazardous material warehouse.

In November 1999, Navy Mobile Construction Battalion Unit 7 (NMCB- 7) was tasked to construct the structures. Because the work was completed by NMCB- 7, the cost of the project was only \$145 thousand for materials -about the same as the annual average disposal charges.

“These structures will provide bulk storage capability for easy storage and handling, big dollar savings for the Department of Defense, and ..”A” condition containers for issue to forward-deployed units in the Pacific theatre,” said Rose. “Completion of these structures is consistent with the dedication and commitment to environmental protection synonymous with Defense Logistic Agency activities.”

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establish standard DSS menu paths for all DSS sites worldwide; and the expansion of all DSS control numbers from 5 to 7 characters. In addition to these two most obvious changes, Single RIC DSS has provided improvements and standardization features in other functional areas, including item data, denial processing, and the Automated Weigh and Offer System (AWOS) at the Tracy worksite.

Another significant improvement provided by the single RIC is the elimination of the flashpoint function that used to be performed at the Tracy worksite for shipments going through the Consolidation and Containerization Point (CCP) at the Sharpe worksite.

Under a single RIC, all Material Release Orders(MROs) are designated as collocated with the CCP function, eliminating the need to process a separate MRO closeout and CCP receipt action for MROs picked at Tracy worksite.

The elimination of flashpoint will significantly enhance depot productivity, and sets the stage for migration of the CCP

operation to the Tracy worksite in early calendar year 2001.

Although the single RIC DSS implementation is considered a tremendous success, there is no denying the “growing pains” that occurred.

Tables and procedures had to be adjusted to make the system work properly. Additionally, several moderate deficiencies were revealed after implementing the single RIC in full production.

“Implementing the new 8.0 increment of DSS combined with the single RIC increased the complexity of differences in the new system,” said Mike Ruth of the DSS Team.

“The speed and success with which the workforce has adapted to new Single RIC environment is yet another tribute to the dedication and initiative for which DDJC is well known,” pointed out Louis Avila, DDJC project officer for the single RIC implementation. DDJC served as the “proving ground” for the single RIC concept. By being the first depot to operate under single RIC, DDJC has provided valuable “lessons learned” that are being applied to Defense Distribution Depot Susquehanna, as they embark on their own single RIC implementation, which took place over the weekend of June17-18.

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on DSS, now for one year...it is more comprehensive than the old way.” Ishiwata related that working on these information automation issues makes him look for other ways to become more efficient, other ways to improve process.

Ishiwata was surprised at the scope of everything he saw in America. “It is a big country with great resources.” Here everyone travels by car. Ishiwata compared this to everyday life in Japan, where he takes the train to work daily, and a bus to arrive at the train station.

Kayoko Shinozaki, has been to the US before. Shinozaki was impressed by the size of the DDSP operation. She was impressed with the hard working DDSP workforce. Shinozaki, too, takes public transportation to work in Japan. She was impressed with Amish culture and the continuity it lends to life, the connection to a time “already gone.”

Working on automation issues encourages employees to think about process.