



DDC Review

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Defense Distribution Center, New Cumberland, Pa.

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**Defense
Distribution
Center installs
its Third Com-
mander, Briga-
dier General
James Harrison
Pillsbury -
August 3, 2000
See photos,
Pages 4 - 7**





Washington D.C., City of Monuments. Above: The grave of Audie Murphy, legendary hero of World War II in Arlington National Cemetery. This and other Washington photos taken by DDSP Photographer, Jim Krepps.

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DDC Review

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*From my
point
of view...*

**Brigadier General
James Harrison Pillsbury**

REVIEW: How did you come to be assigned to DDC?

JHP: I actually had no control of the placement. Each command position has three names posted against it and then a board makes the placement decision. About a year ago, I came to DDC for a meeting and became enamored with the DDC's mission. I found the amount of influence this operation has on the effectiveness of our military intriguing. After that visit, I did a lot of research and "what ifs" about coming to the organization. When this assignment was then mentioned as one of the possible placement locations, I was ecstatic.

REVIEW: Although you've been here a very short time, you have probably already formed some opinions about the DDC and its mission. How do you think the DDC is performing and where do you think the DDC will be in five years?

JHP: The DDC work force impressed me a year ago when I made my first visit. Subsequently, I've found the DDC staff to be the most professional group to have served with during my 27 years of military service. The key people are great. What makes the organization so unique is the quality of the second and third levels of workers – those that do the work so necessary to this exercise called defense distribution. The Headquarters is high-speed, low drag. The Distribution Centers (depots) are outstanding, too. I use the word Distribution Centers because that is what they are. Distribution Centers are what we are about. Distribution Centers (DCs) meet customers' demand daily. While the DCs are facing tough, uncertain times that include reduction-in-force and A-76, they are still meeting the mission requirements. My hat is off to the entire organization. The great work forces in the headquarters and in each of the DCs make DDC a great organization.

DDC as a whole performs extremely well. In five years I think DDC will be about stock positioning, strategic platforms on the east and west coast, and being able to respond to CINC requirements across the full spectrum. The DCs co-located with the customer will be tailored both manpower and inventory-wise as never before. We will be

measuring in minutes our support and we are getting there now. It is a tremendous change.

REVIEW: What do you hope to accomplish during your command?

JHP: That's a good question. I have no personal goals – but organizational goals are at the forefront. I want DDC to be the best it can be. To do that, we must take care of the work force. That is the absolute cornerstone of my philosophy. You have to take care of the work force in order for the organization to be successful. I like to communicate as much as possible and will work with the unions. I would like no surprises and to build a lasting partnership with the unions. However, we need to maintain as much flexibility as possible. The world is not a lock-step operation – a partnership must be in residence if DDC is to continue to be world-class as a leader in distribution as it is today. I also want whatever we do to be done in the safest possible way - as has been the case in my military career.

REVIEW: Are you going to continue with the A-76 studies?

JHP: The A-76 issue has been directed to us as an organization. We have become consumed with A-76 and understandably so. We have to work and learn the lessons from Columbus, Barstow, and Warner Robins. We must apply those lessons to the depots in the barrel, i.e., Jacksonville, Cherry Point, and San Diego. To be as viable as possible for this round, we need to take a hard look at the Most Efficient Organization (MEO). We must become so process-oriented that we put world class operations up against a contractor. A-76 is one of those issues that we may not like but we must continue to drive on for one very important reason - our warfighters.

REVIEW: What is your leadership style? Will you be visiting the depots and meeting with employees?

JHP: I am a very outgoing, open person. I like to deal with people much more than paper or electrons. I've told commanders not to put me in a time constraint when visiting the Distribution Centers. I want to get out, shake hands, and listen to the workforce. I also want to meet with the unions and their great representatives. I have three priorities in my life: God, family, and career (job). I always try to follow those priorities.

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

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

Defense Distribution Center Change of Command - August 3, 2000





Change of Command Chronology: Colonel James H. Pillsbury is frocked to the rank of Brigadier General; soldiers and civilians gather for the ceremony; the colors are presented; former DDC Commander BG Doornink is recognized for her leadership; the Pillsbury family looks on; the flag of command is passed to BG Pillsbury; LTG Henry T. Glisson speaks to the assembled; Generals Glisson, Doornink and Pillsbury salute as the colors are retired. (More photos on following page.)





Friends and colleagues from the services gathered at the ceremony site; the Fort Lee Army Band played military and patriotic favorites; Randy Romine and his family sang; Captain McKelvey, DDSP Installation Commander, and his wife Naomi greeted guests; farewells were said and flowers presented to BG Doornink's Mother, Miriam; the DDC Singers sang; DDC management officials wore their finery and said "hellos and good-byes"; the first three DDC Commanders were all there; LTG Henry T. Glisson, DLA Director, presided at the ceremony. Changes of Command are both an End and a Beginning. Continuity and Change.

The DDC Welcomes BG James Pillsbury and Family



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. Athony 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

See Single RIC, Page 31

Distribution Center Red River, Texas

Bulletin Board Displays Items of Interest and Spurs Conversation at DDRT

When Defense Distribution Depot Red River (DDRT) employees walk down the hall in the new Distribution Operations Center (DOC) -- they now enjoy a bulletin board decorated each month with different themes and ideas. Some of the themes and ideas end up being quite unusual and "VERY" interesting.



Ray Stephens and her "What is it?" Bulletin Board.

According to DDRT employee, Ray Stephens, who came up with the idea – the bulletin board came about in an unusual way.

"When the Base Operations Support System (BOSS) Office moved to the DOC (Building 499) in 1997, we started putting up displays taped to the door and walls. Shortly after that, tape became a No-No, so the idea of putting up a bulletin board

came about. The idea has worked fine. It is more visible and there is enough space for the display."

Some of the displays are holiday oriented – such as Veteran's Day, July 4th, Thanksgiving, Halloween and Christmas. Others are just "spur of the moment" ideas. One of the more popular boards was a recent Mother's Day board.

For a different type bulletin board, Ray explained one idea she came up with. "I decided to have a Baby-Guessing Contest and collected 20 entries. The baby photographs generated a lot of interest and speculation. The winner got a prize for guessing all 20 correctly. It was a lot of fun."

Another board that was popular was a Veteran's Day display. Ray explained, "I put up the seal for each Branch of the Armed Forces and under each branch, names of service people related to DDRT employees. This made a VERY nice display for DDRT, Defense Logistics Agency (DLA) and Veteran's Day."

The current board is called "What Is It?" "I have displayed 22 household objects that are not identified. Many of these objects are family heirlooms. They consist of a 1930's plastic bracelet that belonged to my mother, a 1940 cigarette maker which belonged to my brother, a 1950 tin monopoly game piece, a 1950 tomato peeler used by my mom when she worked in the tomato sheds, a seam ripper, skeleton keys, an old nut pick, a very old leather coin purse, a square nail, and

an empty package of mendets. Almost no one knew the last object — which was used to mend pots and pans back in the thrifty days," she explained.

The bulletin board has other objects displayed that Ray has collected from thrift stores, garage sales and antique stores.

"In the photo, I am holding an old ice card which was used decades ago to tell the iceman how many pounds of ice you wanted. The card was placed in the window. These are quite rare. Other antique finds displayed include a wooden box used to ship spectacles in, an old cheese slicer, an egg separator, a tea caddy and a pastry blender."

Thrift store buys include another old tea strainer, a cloth minnow seine, a ring holder in the shape of a swan, and a biscuit cutter.

"One of the objects on my board is a church or funeral fan, which I got in 1992 when I was an extra in the movie Leap of Faith. The movie was being filmed in the Dallas area. That was quite an interesting day. The star was Steve Martin and it was also his birthday. The fan is a good souvenir," she said.

"Each display generally stays up two to three weeks while I think about and research the next one. Other employees also give me ideas to think about. My next project is to do a display for each decade starting with 1900. This will require some work, but the whole process is VERY rewarding, stress reducing and fun," she explained.

"I hope other employees of DDRT get as much pleasure from viewing the board as I do putting it up," she said.



How They Beat the Heat at DDRT

Dale White wears his "cool collar" around his neck as he works out of doors at Defense Distribution Depot Red River (DDRT). These "cool collars have been worn by DDRT employees — for several years. The collars help keep the body temperature down while working out in the hot summer sun.



Shown are photos of children of DDRT employees serving in the United States Military. The display is located in the tunnel area of the Distribution Operations Center (DOC) at DDRT.

Bring Your Daughter to Work Day a Ringing Success at DDRT

Defense Distribution Depot Red River (DDRT) held its first "Bring Your Daughter to Work" Day April 27, 2000 at the depot.

The daughters arrived with their parents at the usual work time and gathered in the Distribution Operations Center (DOC) for a briefing. Following the briefing, they were shown a film depicting work done at this depot. Questions concerning work done at this depot were answered.

The group was welcomed by Division Chief, Robert (Bob) Boyd, who was in charge while LTC Randall J. Bockenstedt, DDRT Commander, was not at the depot.

Following the welcome, the group was informed of the day's activity. DDRT employees Ricky Webster, Kip Browning and Larry Ashlin led the group on a "walking tour" of the new DOC facility. Following the walking tour, the children boarded a bus and toured the grounds at DDRT. Webster conducted this tour.

When the group returned they were allowed to go to the parent's workstation and spending the rest of the day in the work area.

According to Ricky Webster, DDRT Engineer, "Bring your Daughter to Work Day was a huge success. Safety was the primary concern for all and no accidents were incurred. They day was a great success and morale builder for the present that participated."



Army Birthday Observed at DDRT

Defense Distribution Depot Red River (DDRT) celebrated the 225th Birthday of the United States Army with an observance and ceremony at the DDRT complex. The event was held Wednesday, June 14, 2000, in front of the Distributions Operations Center (DOC) at DDRT.

LTC (Ret) Iverson E. Shavers of DeKalb, Texas, was the guest speaker. He spoke on his time in the United States Army, which began in the 1942 and spanned most of the 20th century. He remarked how much the branches of the services have change since he first entered the service and pointed out that by working together – we can all make this a better place to live.



LTC (Ret) Iverson stressed that there is a need for an army and he would hate to live someplace where the country did not have an army to defend and protect itself. LTC (Ret) Iverson served in the United States, Europe (Germany and France), and in Korea before he retired from the service.

COL James C. Dwyer, USA, Red River Army Depot (RRAD) Commander, gave the opening remarks. LTC Randall J. Bockenstedt, DDRT Commander, made the closing remarks. Ms. Marilyn Hughes introduced the speakers.

The event was attended by both DDRT and RRAD employees.

A reception in the DOC cafeteria followed the ceremony.

Distribution Center Corpus Christi, Texas

DELIVERMAN and the "Duke" Improve Performance at DDCT

A small portable printer worn by the operator and a hand-held device called the "Duke" have been implemented and are sure to improve workload processing at DDCT.

As a part of its distribution mission, the Defense Distribution Depot Corpus Christi (DDCT) provides delivery of aircraft components and related materiel to shops scattered throughout the facilities of its primary customer, the Corpus Christi Army Depot (CCAD). Ensuring that the right item gets to the right place, at the right time, in the most efficient and effective manner possible, contributes immensely to providing best value solutions for America's warfighters.



In the past, DDCT personnel would receive the components, or pull them from storage locations, stage the items for delivery, manually develop manifests and deliver the materiel to the shops where CCAD personnel would sign for the deliveries. Theoretically, this would be verification that the components were received by the shop. In practice, the need for a better verification method was seen when questions of apparent discrepancies surfaced. The first innovation was a

fairly simple Microsoft Access program which permitted input of individual document numbers and stock numbers being delivered to a given shop to a database and then printing out a manifest. The printed manifest would travel with the delivery to the shop. While this was certainly an improvement from what had been done in the past, it was still a cumbersome process. To create the manifest, items for particular



delivery points were grouped together on the shipping floor. They then had to be moved again to a fixed workstation with a tethered scanner so that they could be entered in the database. At the delivery point someone had to do an inventory using the manifest to insure that all items were actually delivered. Since the manifest was not sorted in any particular order, and sometimes consisted of several pages, it was difficult and time consuming to find each specific item on the list.

The DDCT Commander challenged his operations personnel and information technology contractor to jointly develop a system that dramatically enhanced verification of deliveries and at the same time, would reduce time and manpower requirements for the delivery process. The system would have to meet four criteria: (1) Must be self-contained and completely untethered; (2) Must have barcode scanning capability; (3) Must be able to print a delivery manifest at the point of delivery; and (4) Must have download capability to a companion database that could be queried and produce

reports to resolve customer inquiries.

The DDCT solution is called the DELIVERMAN (Delivery Verification Manifest) System and is comprised of a small portable printer worn by the operator and a battery-operated hand-held device, dubbed the 'DUKE Gun', an acronym standing for 'Delivery Unit Keyboard Entry' as well as identifying its programmer and designer, Duke Earwood. This device utilizes a keypad for manual input, a laser scanner for barcode input and has a printer port. It is programmable and can be placed in a cradle for uploading or downloading data.

With the 'DUKE Gun', the delivery process is streamlined from start to finish. Items are loaded on the delivery vehicles directly from the line in groups that will be delivered to their respective delivery points. When the driver arrives at each delivery point, pertinent delivery data such as the driver's ID, the delivery point, and the receiver's name are entered into the 'Gun'. Delivery data is maintained in an internal database which can be updated on the 'fly' in case new delivery points

or customer names need to be added. The date and time of delivery, as well as the time spent at each location are captured automatically. As each item is removed from the trailer, it is scanned. The 'Gun' verifies through codes within the document that the item is indeed for that particular delivery point and signals if there is a discrepancy or a duplicate scan. When all items have been scanned, the driver prints two copies of the manifest. One is signed by the customer and retained by the driver. The other is provided to the customer. With this process, most questions about what was actually delivered are eliminated. Data is downloaded to a master database which may then be queried to resolve any remaining questions about the deliveries.

The 'DUKE Gun' has significantly reduced delivery times and costs, while simultaneously increasing customer satisfaction and DDCT's ability to respond to customer inquiries. Plans are in the works to extend its use to other inventory and database needs.



Operation Paintbrush: DDCT Employees Working Together

'Operation Paintbrush' is a community action program started in Corpus Christi, Texas in 1985 for the purpose of painting homes of low income, elderly, and handicapped persons. The program was launched after it was noticed that millions of dollars were being spent on grants to repair streets but the houses along those streets were in disrepair. Volunteer teams from civic organizations, churches, businesses and government agencies are each assigned a home which has been approved for the program. This year's goal was to paint 100 homes. Defense Distribution Depot Corpus Christi, for the fifth consecutive year, participated in this worthwhile project on June 3rd. A team of twenty depot employees and five family members, armed with sandpaper, paint, brushes (all donated by area merchants), and lawn equipment converged on their assigned house that Saturday morning. The spirit of both community service and teamwork transformed the day's task into a party like atmosphere. While most of the team members scraped and painted the house, others did minor repair work and yardwork. The result, as pictured above, is a home both the owners and the team from DDCT can be proud of.

Distribution Center Corpus Christi Holds Safety Day Observance

DDCT held a Safety Stand Down in June, with the focus on personal health and safety. DDCT Commander, LTC Douglas Serrano addressed the employees, stressing the need for all personnel to take ownership and responsibility for ensuring that their work place is a safe and healthy one. LTC Serrano expressed his commitment to address any and all safety concerns brought to his attention. In addition, the depot had a chance to review the status of the implementation of safety suggestions from last year's safety day program.

A Heart Survey Team from a local hospital conducted cardiovascular and diabetes screenings for all depot employees who expressed interest. In all, 71 employees participated in the screening for the primary risk factors associated with heart disease and diabetes. Markers for these conditions are blood pressure, cholesterol, weight, percentage of body fat to total weight, blood sugar and personal history and habits. Employees were counseled on

ways to change their habits to reduce or eliminate some of the risk factors. As a result of the depot screenings, 12 employees were referred to their personal physicians for follow-up care.

In addition to the personal health and safety aspects of the day, there was an additional bonus. A meteorologist from the National Weather Service gave a presentation on hurricanes and how everyone can prepare for them. This was followed by a talk by the DDCT Disaster Preparedness Officer with specific information about DDCT's disaster plan.

There was also a safety poster contest with 10 entries submitted. All entries were of high caliber and covered topics from general safety awareness to material handling equipment safety. The judging was very competitive, with two posters tying for third place. The first place poster is pictured below.

DDCT SAFETY POSTER CONTEST



WINNER!

Business Systems Modernization Update

DLA Announces Integration Partner

The Defense Logistics Agency announced recently the selection of its systems integration partner, Andersen Consulting, of Reston, Va., to provide up to \$389.8 million in implementation services for DLA's Business Systems Modernization (BSM) program. The BSM program is a key initiative for the Agency in achieving its vision to re-engineer its logistics processes to reflect best commercial practices. BSM will include implementation of SAP Enterprise Resource Planning (ERP) software and Manugistics Advance Planning and Scheduling (APS) systems to replace mission critical materiel management legacy systems.

"This is a significant milestone for our Agency in its plan to achieve the logistics transformation envisioned by Joint Vision 2020, the joint warfighting vision for the military services," said Rear Admiral Ray Archer, DLA vice director. "This effort will provide us with the necessary leading edge technology to allow us to focus on our core business: supply chain management."

"Through the implementation of COTS solutions, such as ERP software and the resulting business process re-engineering," Archer continued, "we anticipate improved DLA support to the warfighter. It will also give our employees better tools and better access to the knowledge they need to do their jobs. The result will be a win-win situation, both for our customers—America's warfighters—and the DLA workforce."

BSM Program Manager Mr. David Falvey said, "Our partnership with Andersen Consulting was achieved using an innovative contracting approach, in which software and services will be ordered in modular task orders off the GSA Federal Supply Schedules."

Falvey added that the initial task order will focus on an enterprise design, or "blueprinting," period beginning in September. The blueprinting will result in new work designs which capitalize on the modern technology and embedded best practices in the COTS software.

The entire implementation is expected to take five years, with the initial efforts replacing two major legacy systems, SAMMS (Standard Automated Materiel Management System) and DISMS (Defense Integrated Subsistence Management System), and their associated extension systems.

The Defense Logistics Agency provides supply support, and technical and logistics services to the military services and to several civilian agencies. Headquartered at Fort Belvoir, Va., DLA is the one source for nearly every consumable item, whether for combat readiness, emergency preparedness or day-to-day operations.

DEFENSE LOGISTICS AGENCY
HEADQUARTERS
8725 JOHN J. KINGMAN ROAD, SUITE 2533
FORT BELVOIR, VIRGINIA 22060-6221

August 10, 2000

MEMORANDUM FOR DLA WORKFORCE

SUBJECT: Business Systems Modernization Update

Last December Rear Admiral Stone sent out a letter about the DLA Business Systems Modernization (BSM) strategy: to replace our legacy systems with modern technology that will keep us on the leading edge. As you heard in your chain teaching, BSM is so important to the future of DLA that it is one of the five pillars, or "enablers" of the Strategic Plan 2000 – DLA 21.

Since December, we have been conducting the process to acquire a partner, called a systems integrator, to help us with the BSM journey. We are pleased to announce that today (August 10, 2000) we awarded a task order against a General Services Administration (GSA) contract to Andersen Consulting.

Rear Admiral Stone's December letter identified SAMMS and DISMS as the first legacy systems to be replaced. We will replace them with an Enterprise Resource Planning (ERP) system from SAP and an Advanced Planning and Scheduling (APS) system from Manugistics, Inc. Andersen Consulting will help us with the activities that surround a software replacement of such magnitude. These include process reengineering, training, change management, and communication.

The first activity the system integrator will perform is something called "blueprinting" which is essentially designing how we want the business to operate. This is our opportunity to really take advantage of the capabilities of modern technology to do things we haven't been able to do — to reengineer processes to what works for us, our customers, and our vendors.

We know that BSM means change for the Agency. We do not know what every change will be, but we do know that you need to be part of shaping it. Our efforts during this blueprinting phase will set our course for years to come. BSM will require our combined commitment, energy, and creativity.

I am very much looking forward to taking this exciting journey with you. I know I can count on each of you to help make it a success.

RAYMOND A. ARCHER III
Rear Admiral, SC, USN
Vice Director

Distribution Center Yokosuka, Japan



CDR David Armstrong presents Rear Adm. Daniel Stone, DLA Director of Logistics Operations, with a hat from DDYJ.

people had always been the mainstay of why that operation had been so successful. "Every Sailor who sails the oceans in the Western Pacific has a heavy reliance on what comes from and what happens in Yokosuka," said Stone. "And the people are just absolutely super. (They provide a) big smile and good job everyday."

Stone says Yokosuka Sailors will be seeing their base's importance expand over the next few years, and that the DLA will be growing right along with it. "I think it is going to grow just not in the Navy support role, but I think it's going to grow in support across the whole the Department of Defense," said Stone. "The DLA is going to be a part of that growth, supporting not just the Navy but also the Air Force and the Army operations out here. I think it's a good place to be and there are lots of good experiences that Sailors and the officers in the Navy will gain from the operating in this area. Their role is very important and we realize that and we support them 100 percent."

Admiral Stone, DLA Director of Logistics Operations Visits DDYJ

by Keiichi Adachi, CFAY Public Affairs

Rear Adm. Daniel Stone, Director of Logistics Operations of the Defense Logistics Agency (DLA), visited Fleet Activities Yokosuka recently as part of an extensive tour in the Western Pacific region.

"The Defense Logistics Agency has a growing involvement in support of all the war-fighters in the Pacific Theater and I have a number of our activities that are located in Korea and Japan and Okinawa," said Stone. "I'm using this as an opportunity to come and see the operations and be able to talk to some really good people that work for DLA and doing a great job out here."

"The primary purpose of the tour was to visit DLA customers, activities and commands providing logistical support to Department of Defense forces forward deployed in the region," said Commander of Defense Distribution Depot Yokosuka, Japan (DDYJ), CDR David Armstrong.

Although the Admiral's visit to Yokosuka was brief, there was time enough for DLA's hardworking employees to make a lasting impression on him. Stone said that he was impressed with many things. First, the way that the operation had grown in importance here in Yokosuka and also that the

Drum Yard Cleanup at DDYJ Contributes to Environmental Protection

by KEIICHI ADACHI, CFAY Public Affairs

Defense Distribution Depot Yokosuka, Japan (DDYJ) recently completed improvements to minimize drum corrosion which can result in deteriorated products, as well as high costs of getting rid of the resulting damaged goods.

"In the past, not having the facility to store drums caused corrosion on the drums," said Henry Lee Grays Jr., Material Handling Supervisor of the DDYJ Drum Yard. "We wasted a lot of money to dispose of materials and recontainerize our materials. So having a new building in which to store our material will greatly improve our ability to get out our material to our customers."

"These [new] structures are major improvements to the drum yard previously constructed by the Government of Japan in 1992," said SKCS (SW) Peter Rose, Command Senior Chief of DDYJ. According to Rose, the "initial construction of the reinforced concrete. open storage drum yard

See Drum Yard, Page 31

DDJY Staff Travel to DDC Headquarters

A first-ever visit to the United States was made recently by several of the team of employees from DDYJ. Invited by DDC managers, the team represented the spectrum of distribution disciplines in an effort to gain knowledge and insight into policy at the DDC level and automated operations at the local DDSP level. By all accounts, the five day visit was a success.

The group contained folks with a wide variety of life-experience and exposure to the United States and its culture. Some of the team were long time civilian employees of the United States Government. Jim Morton, the DDYJ Packing Division Chief, has about 30 years of government service behind him and has been at DDYJ for approximately six years. After spending 25 years in the Puget Sound area, Jim decided to expand his life experience with a tour in Japan, taking his teenage son and daughter with him when he left. His son lived full time with him in Japan, while his daughter made trips back and forth, graduating from her American high school with her friends. In the interim, Jim has



married, as has his son.

Employment at a depot outside the continental United States (CONUS) is a bit different than it is in CONUS. The bulk of the labor force at DDYJ is made up of foreign nationals, that is Japanese citizens who are employed by the Japanese government. They work under a master labor contract with the Japanese government to perform work for the Defense Logistics Agency. Approximately 35 mid-level managers are U.S. civil servants, along with another 350 Japanese nationals.

The purpose of the visit was twofold.



To provide an overview of distribution operations from a DDC and policy point of view. And to see a depot level environment where automation is used to the greatest extent possible. The DDYJ team members met functional experts in their respective fields and were able to exchange information about operations, receive some training and to present training needs to the appropriate DDC counterparts.

The group received a depot level briefing presented by LCDR Steve Thorne and had a tour of the Eastern Distribution Center, DDSP's automated distribution center. Jim Morton was surprised by the level of automation at work in the EDC. One of the benefits of the trip that Jim will take



home is that he became aware of some commercially available packing containers he needs at DDYJ. Until now, DDYJ employees have been fabricating the containers they need. Morton said that

presentations by the Transportation program managers have succeeded in broadening the perspective he has on transportation issues.

Don Gonia, Team Lead in the Storage Division at DDYJ, expressed recent events at DDYJ as the most challenging in his career. With almost 30 years of service, newly implemented support to Korea as well as the challenges of learning Distribution Standard System have combined to keep things hopping. Daily pro-

duction meetings as well as weekly team meetings are used to plan workload and to keep support to local customers at peak performance... "this is tailored logistics," said Gonia.

The group's stay in central Pennsylvania was not strictly business. In their off duty hours they went to HersheyPark to sample local roller coasters, played golf and visited an Amish farm in Lancaster county.

Tetsuo Ishiwata was on his first trip the the US. He works in Receiving at DDYJ and was astounded by the level of automation present in EDC operations. Ishiwata described the in-floor towline and high rise storage of Distribution Center Susquehanna, Pennsylvania's (DDSP) automated facility as futuristic. Said Ishiwata about DDYJ's own automation efforts, "We have been working

See DDYJ USA Trip, Page 31

National Partnership for Reinventing Government Celebration, November 2000

On September 6th, Lieutenant General Glisson issued a proclamation (next page) declaring November 2000 "DLA's NPR Celebration Month." This celebration brings to a conclusion the National Partnership for Reinventing Government (NPR) process that resulted in the government working better and less costly.

The NPR, an office under the Vice President, has been characterized by the creation of reinvention laboratories (labs) to find new ways to do business. Savings and performance improvements were realized by following five key principles:

1. Put Customers First

Insist on customer satisfaction; use market dynamics such as competition and customer choice to create incentives to put customers first.

2. Empower Employees

Decentralize authority and empower frontline employees to make decisions and solve problems.

3. Cut Red Tape

Make people accountable for results; strip away unnecessary, innovation-stifling layers of regulations.

4. Get Back to Basics

Produce better government for less - re-engineer processes, abandon the obsolete, eliminate duplication.

5. Achieve Results Americans Care About

Improve those areas that enhance the welfare and security of the American people.

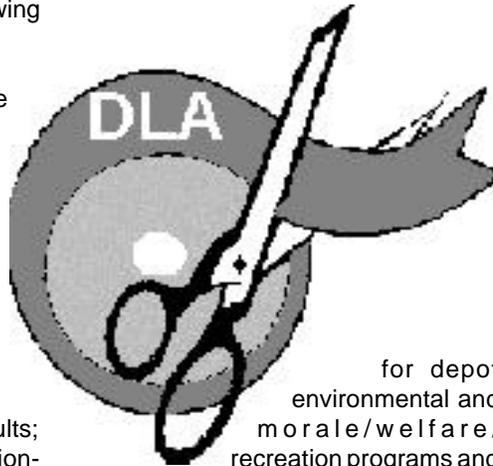
DDC applied for and received approval for three reinvention labs:

Defense Distribution Center Operations (HQ DDC and All Depots). Its objective is to improve distribution processes to provide better service at reduced cost; streamline the organization and create a direct link between customer workload and human resource requirements; create a cultural change and environment that fosters entrepreneurial management, innovation, and employee

empowerment.

Closed-Loop Wood Recycling (DDSP) which demonstrates the potential for 100% closed-loop recycling of wood waste from all industrial operations and solid waste generators at a Defense Depot.

Re-engineer DoD Packaging Specifications (DDSP) which reduced packaging and handling procurement expenses, saved trees, eliminated landfill costs, and will decrease future landfill requirements, generate income



for depot environmental and morale/welfare/recreation programs and provide an example of DLA's commitment to pollution prevention.

Hammer Awards were presented by the Vice President to recognize teams of people who are making a government that "Works Better and Costs Less." DDC Winners of the Vice President's Hammer Award have been:

Defense Distribution Depot Columbus, OH, 1994 - Reinvention of Depot business practices Team

Defense Distribution Region East, 1995 - Office of Civilian Personnel Team

Defense Distribution Depot Warner Robins, GA, 1996 - Reinvention of Distribution Processes Team

Defense Distribution Region East, 1997 - Solid Waste Management/Composting Partnership Team

Defense Distribution Depot Susquehanna, PA, 1997 - 100% Closed Loop Wood/Fiberboard Recycling Team

Defense Distribution Depot San Joaquin, CA, 1999 - Consolidation and Containerization Point.

The DLA Scissors Award was established in December 1995, to recognize individual and team initiatives and innovations, which demonstrate the key principles of the NPR.

The following are DLA Scissors Awards received by DDC organizations (1997 to Present):

Express Delivery (DDMT)

DDSP Fire Department (formerly Office of Public Safety-Fire Department)

DDC Personnel Office (formerly Administrative Support Center East (ASCE) Personnel Office)

Breakthrough PC Applications (Mr. Edward Earp) (DDSP)

Direct Commissary System Residual Stock (Ms. Patricia Willinger) (DDJC)

Label on Metal and Plastic Containers (Mr. Abel Gonzalez Jr.) (DDCT)

The Other Half Quality Circle Team (DDCT)

Rapid Response Team (DDOU)

DDSP Reinvention Lab Wood Pallets (Thomas J. Shea TYAD/Partner)

Radioactive Material Inventory Database Team (DDC-West)

Packaging Management Team (DDC-West)

Warehouse Division V West Team (DDSP)

Although Hammer Awards nominations may no longer be submitted, it is anticipated that a suitable replacement award will be established. The DLA Scissors Award will be continued by DLA and those involved with implementing innovative initiatives are encouraged to submit their process improvement for recognition. The DDC is a potential nominee for recognition regarding the Central Depot Concept.

DDC points of contact are Mr. Ernie Whitehouse, DSN 977-5234 and Ms. Rachel Repogle, DSN 977-5234. Additional information may be found on the DLA web site www.dla.mil/reinvent and the NPR web site www.npr.gov.

By the Director of the Defense Logistics Agency

A Proclamation

November 2000

A PROCLAMATION WHEREAS the Defense Logistics Agency (DLA) supports the President's National Partnership for Reinventing Government (NPR) principles.

WHEREAS those principles are:

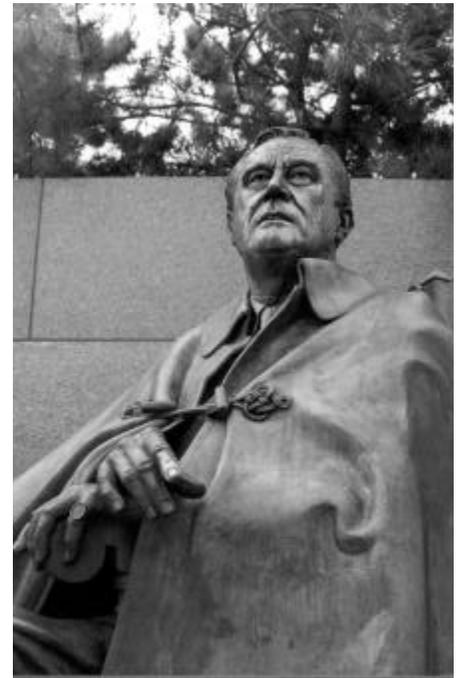
**Putting Customers First
Empowering Employees
Cutting Red Tape
Getting Back to Basics, and
Achieving Results Americans Care About**

WHEREAS DLA is proud of the number of Hammer and Scissor Awards received; but DLA is extremely proud of the people on the teams that actually made things happen. The teams were not composed of elite personnel or members of management, but by the everyday workers who wanted to reengineer their processes and provide better goods and services that cost less and are delivered faster.

NOW, THEREFORE, in celebration DLA's achievements to making a government that Works Better and Costs Less and to foster a continued support in achieving this goal, I, LTG Henry T. Glisson, USA, Director, DLA, do hereby proclaim the month of November 2000 as "DLA's NPR Celebration Month" and call upon DLA activities to celebrate our innovations with appropriate ceremonies and activities.

IN WITNESS WHEREOF, I have hereunto set my hand this 6th day of September 2000.

**HENRY T. GLISSON
LTG, USA
Director, DLA**



Birth of a Memorial, Washington, D.C.

The national memorial to Franklin Delano Roosevelt, the 31st President of the United States, was dedicated on May 2, 1997, 51 years after Congress introduced a Resolution to create an FDR Memorial Commission. Though resolved in 1946, the commission was not appointed until 1955. The Tidal Basin site for the memorial

was one of three sites picked by L'Enfant for presidential memorials in his extensive blueprint for Washington. The location was approved by Congress in 1959 and the first design competition winner was announced in 1960. In 1962, however, the design was rejected and a second design was discarded in 1965 because of public criticism. Yet another design was rejected in 1967.

In May 1974, Lawrence Halprin was selected to design the monument and in 1977 sculptors were selected to create individual parts of the design. Not without its own problems, though, Halprin's design was modified at the request of the Commission on Fine Arts. In 1989, the memorial was still in the conceptual stages, lacking the necessary Congressional appropriation to begin the project. On April 5, 1989, a Congressional Hearing was held at which Representative Claude Pepper made an emotional plea for the construction of the Roosevelt monument and the initial \$5.8 million was approved.

Once construction began in October 1994, the memorial was completed quickly. President Clinton was joined by Mike Wallace, of CBS News; co-chairs of the FDR Commission, Sens. Daniel K. Inouye and Mark O. Hatfield; David B. Roosevelt; Princess Margriet of the Netherlands; and opera singer Denyce Graves to dedicate the memorial. The Roosevelt Memorial is the third presidential memorial dedicated in the United States this century. The





Jefferson Memorial was dedicated in 1943, a ceremony at which Roosevelt himself presided. The site is made up of 7.5 acres in a landscape of four outdoor rooms with granite walls, statuary, inscriptions, waterfalls and thousands of plants, shrubs and trees. The outdoor rooms symbolize each of Roosevelt's four terms in office from 1933 to 1945. The memorial is located along the cherry tree walk on the Tidal Basin.

Five sculptors were assembled by designer Halprin to create bronze sculptures placed throughout the memorial, Leonard Baskin, Neil Estern, Robert Graham, Tom Hardy and George Segal. Master stone carver John Benson inscribed the enduring words of FDR on the memorial's 800 feet of granite walls. In addition to the unique qualities of the memorial, the FDR Memorial honors a first lady officially for the first time in a presidential memorial. The memorial includes a bronze statue of Eleanor Roosevelt standing before the logo of the United Nations, for which she served as America's first delegate after the president's death.

The sculptures and other images contained in the memorial are intended to evoke the events of Roosevelt's terms of office. Ordinary people are portrayed. The unemployed are standing in breadlines. Some are listening to the President's Fireside Chats on the radio. A farm couple is portrayed. The FDR Memorial is maintained by the National Park Service and is staffed 8 a.m. to midnight every day except Christmas. Admission is free.

Photographs were taken by DDSP photographer Jim Krepps on a recent trip to Washington, D.C. Mr. Krepps has been the DDC photographer for several years and enjoys trips to the Capital to capture both the physical beauty of the city as well as the enthusiasm of its visitors. Thanks to Mr. Krepps for his support and creativity.



Distribution Center Anniston, Alabama

OPSAIL 2000 - DDAA Was There in Spirit

It all began with a request from TACOM to select the "BEST OF THE BEST" Interior Bay Bridges (50 ea) and Ramp Bay Bridges (10 ea) to be shipped to New Jersey for the OPSAIL 2000 Celebration to be held on Independence Day, July 4, 2000 in New York Harbor.

This was business as usual except for that one request "BEST OF THE BEST". In order for DDAA to fulfill this request, 31 ea Interior Bay Bridges had to be unloaded from Bridge Carriers by DDAA-W storage personnel. The mission was quickly handled and the Transportation Division, in conjunction with MTMC, was able to find carriers willing to take these oversized loads up the eastern seaboard.



OPSAIL 2000 was a huge success, with over 70,000 tall ships, Aircraft Carriers, Battleships and commercial crafts from 60 countries participating in this gala affair. With all of this water traffic, a record number of Coast Guard ships were needed in the New York Harbor. This is where the bridges came in. The Coast Guard used them for docking their vessels while not in use.

July 4th, 2000, Independence Day, with many vessels passing in review of "Lady Liberty". What a majestic sight it was and "DDAA WAS THERE"!

Okay, so we really weren't there in body, but we were there in spirit and so were our materials.

Distribution Center Tobyhanna, Pennsylvania



Employees from several divisions at Tobyhanna Army Depot, including the Defense Distribution Depot Tobyhanna, earned a Team Work Award for clearing out a bay to meet a deadline for converting it into a missile maintenance facility.

Depot Team Goes Beyond Call of Duty

by Anthony Ricchiazzi, Tobyhanna Army Depot
Public Affairs Office

TOBYHANNA ARMY DEPOT, Pa. -- Several employees from mission directorates and the Defense Distribution Depot Tobyhanna (DDTP) here earned a Team Work Award for their efforts to prepare a bay for conversion into a missile maintenance facility.

Thirty-three employees from DDTP, the Industrial Modernization, Automated Storage and Retrieval Systems, Material Management, and Tool and Material Handling divisions, and the Directorate of Command, Control and Computer Systems cleared out Bay 2 of Building 1B to meet a tight deadline for the conversion.

Tobyhanna assumed the maintenance mission for three missile systems (Sparrow, Sidewinder and Maverick) from Letterkenny Army Depot from a 1995 Base Closure and Realignment decision.

Building 1B, Bays 2 and 3, have to be converted to a specialized maintenance facility to repair these systems. The bin equipment, occupying most of Bay 2, consisted of about one mile of shelving, 16 feet tall, and held close to 55,000 boxes that contained various materiel, explained Steve O'Malley, Chief of the Industrial Modernization Division, Directorate of Production Engineering, and a resident of

Factoryville.

"The process involved in removing this quantity of materiel and shelving required close coordination between those involved with screening the boxes within the shelving units, removing the empties, clearing the aisles, palletizing and moving them to Bay 5 to be crushed and bailed for recycling," he said.

Materiel was segregated by location, palletized and removed for transport and relocation to Building 2, Bay 2. The shelving units were then split apart for removal from the bay and transported to Building 66 for recycling.

This process was repeated, aisle by aisle, while DDTP was still **drawing parts** from bin stock.

"It was necessary, but tedious work," said Industrial Engineering Technician Matthew Lawless, Industrial Modernization Division and a resident of Cresco. "The shelving was complicated and very **difficult to disassemble**. A lot of the work had to **be done above** the floor."

"We developed a plan with DDTP, which consisted of moving and consolidating set assembly, light pack and medium pack into Bays 4 and 5 of Building 1B, while moving and consolidating bin stock operations into Building 2, Bay 2," O'Malley said.

"This job was not part of their regular job description. They really went beyond the call of duty to get this done," O'Malley said. "Without their dedication and unusually close team work, it would have been far more difficult, time consuming and may have put the construction start date in jeopardy."

Tobyhanna Army Depot is the Defense Department's largest facility for the repair, overhaul and fabrication of hundreds of communications-electronics systems and components, from tactical field radios to the ground terminals for the defense satellite communications network. Approximately 3,200 personnel are employed at Tobyhanna, which is located in the Pocono Mountains of northeastern Pennsylvania.

Tobyhanna Army Depot is part of the U.S. Army Communications-Electronics Command (CECOM). Headquartered at Fort Monmouth, N.J., CECOM's mission is to research, develop, acquire, field and sustain communications, command, control computer, intelligence, electronic warfare and sensors capabilities for the Armed Forces. CECOM's workforce exceeds 8,100.

Distribution Center Susquehanna, Pennsylvania

Award for Installation Excellence goes to DDSP



Above: The Closed-Loop Wood Recycling Lab pallet design is an example of employee initiatives of reinventing government. The Prototype pallet was designed and tested under the authority of the National Partnership for Reinventing Government. The pallet is manufactured using reused lumber at an average cost of \$7.30 which replaced an all-virgin wood pallet at a cost of \$8.50. In order to achieve the results a federal specification had to be changed that allowed a complete design change to occur. Through lab and operational testing, the design was approved and a new NSN was given to the first recycled content pallet that can be procured from private industry. (left to right) Roger Tetzloff and Kevin Jones, Woodworkers, are transporting and building pallets.



Above: The Facility Engineering Division developed projects including the renovation of 141 Family housing units under the \$12,000,000 Whole House Renovation MILCON (photo inset). Construction projects include the \$15,000,000 additional 73,728 square foot high-rise pallet rack area in the Eastern Distribution Center that will provide 26,000 pallet storage locations.



Above Right: The Pick to Pack concept allows the picker to pack small items and send them directly to the relocated Automated Weigh and Offer System (AWOS) stations or if small parcel eligible, they are packed and staged for RPS/DEDEX pickup. Employees were cross-trained in other work functions. This saved \$827,000 annually in man-hours to perform the same function, increased accuracy and accelerated the materiel process to customers. Kim Rathosky, Packer, is consolidating packages at an AWOS station into a multi-wall container for Outloading.



Above Right: The DDC Customer Assistance Center provides customers with 24 hour, 7 day "one stop shop" to get information related to Distribution, Transportation, Receiving, Storage and Inventory issues with one call. Over twenty DDSP Transportation Assistants use desktop applications to access a variety of tracking systems for all DLA depots. This effort resulted in an annual saving of \$270,000. (shown right to left) Susan McInnes, Deb Hall, and Jenny Walter are Transportation Assistants at the Customer Assistance Center answering customer calls.



Above Left: An internet based system allowed DDSP Transportation Division to improve customer service through total shipping visibility of carrier transit times and reduce transportation costs by diverting premium air shipments. Annie Gensler, Traffic Management Specialist, is shown using the Power Track 2000 on-line system to retrieve and analyze shipping performance data. The initiative reduces labor costs for the carriers and DDSP while eliminating paper billing and billing/payment reconciliation.

DDSP One of Five DoD Winners

Secretary of Defense, William S. Cohen, announced DDSP as one of five winners of the year 2000 Commander in Chief's Annual Award for Installation Excellence. The other winners were: Picatinny Arsenal, Dover, NJ, Marine Corps Air Station Cherry Point, Havelock, NC, U.S. Naval Air Station, Sigonella, Italy, and Kunsan Air Base, Republic of Korea.

The Office of the Secretary of Defense hosted the 2000 Commander in Chief's award ceremony in the Pentagon Center Courtyard on May 17, 2000.

There were 19 representatives from DDC/DDSP attended as Mr. Randall Yim, Deputy under Secretary of Defense (Installations), welcomed the guests and representatives who were there to "honor the best of the best." Mr. David Oliver, the Principal Deputy Under Secretary of Defense, presented the awards and sited DDSP for its aggressive Recycling Program, reinvention processes, and new ideas. Lt. Gen. Glisson, Director for DLA, stood present as DDSP was honored as the DLA installation winner.

A trophy was given to DDSP along with an Excellent Installation flag and a letter signed by the President complimenting the men and women for their outstanding achievements. These are being displayed in the lobby of Building 2001.

Award Recognizes Outstanding and Innovative Efforts

The Award for Installation Excellence recognizes the "outstanding and innovative efforts of the people who operate and maintain U.S. military installations. The five recipients of this highly competitive award were selected for their great support of the Department of Defense (DoD) mission. Excellent installations enable better mission performance and enhance the quality of life for military men and women and their families. Each winning installation succeeded in providing excellent working conditions and housing and recreational opportunities."

DDSP is a modern distribution center responsible for providing physical distribution of DoD owned commodities to all branches of the armed forces and other federal agencies throughout the world. DDSP is the largest of 24 DDC distribution depots and an installation where sustained excellence has real meaning to both employees and customers.

Through fiscal year 1999, there have been many notable improvements in the managing of work processes, products and services. DDSP continually places emphasis on improving customer support while reducing workload and costs. The initiatives produced work force involvement and incentives, produced outstanding customer satisfaction ratings and required clear management support. An improved Information Technology (IT) process and connectivity results in \$130,000 annual savings in overall operational cost and 18 percent improvement in processing time. New warehousing automation and mechanization processes saves \$827,000 annually in man-hours to perform the same function with

increased accuracy and processing of materiel to customers.

In addition to its distribution mission, DDSP is responsible for the day-to-day operations and maintenance of the self-contained community within the New Cumberland installation. The work environment and climate is monitored and maintained by dedicated employees who appreciate the value of being good stewards. An aggressive Recycling Program achieved the highest growth during fiscal year 1999 by recycling a total of 5,989 tons of solid waste. DDSP earned the 1999 Pennsylvania Governor's Award for Environmental Excellence in the Recycling and Market Development.

National Performance Review objectives are achieved through two designated Reinvention Labs empowering employees to reinvent government and providing a concrete example of the Defense Logistics Agency's commitment to pollution prevention. The Closed-Loop Wood Recycling Lab and the Targeting 100% Recycled-Content materials in Packaging and Handling Specifications Lab both reduced procurement expense, eliminated landfill cost, decreased future landfill requirements, saved trees, generated income.

DDSP offers facilities and programs designed to improve employee's well-being, and provide motivation and support. Some enable employees to be proactive or recognize individual strengths and abilities; others offer personal guidance or stress reducing recreation. Both the employee and the organization benefit from these programs. The Employee Suggestion Program awarded \$4,500 to employees; the government benefited with over \$21,000 tangible savings. DDSP offers state of the art physical health facilities, programs and activities at a competitive cost to on-base employees, family and local organizations, as well as, free Family Advocacy services based on the principles of safety, personnel preparedness, self-sufficiency, and community cohesion.

As one of South-central Pennsylvania's largest employers, DDSP and our tenant activities take pride in the community service we provide to our neighbors. DDSP donated 158 PCs, 188 monitors, 31 printers and 11 CD-ROMs to the School Donation Program to serve as training tools within the local community. Participation with the local township in an on-going partnership in composting avoided disposal costs in addition to reducing compost/mulch purchased.

The DDSP Commander at the time of the award, Captain Joseph Kenney, SC, USN, stated, "The success we have come to enjoy, and our customers have come to expect, is based on a combination of factors...employee expertise and dedication, dependability, trust, and a spirit of cooperation. These coupled with our facilities and modern technologies, have enabled DDSP to provide first class support for many years. However, the most important factor in making DDSP work has to be our team members, the men and women who give their all, all the time. When the result is support of our military forces, no less than a total effort can be acceptable."

DDSP continually places emphasis on improving customer support while improving productivity and reducing costs.

POW/MIA Observance Held at DDSP





Weather reports called for wind and rain, but Friday September 15, 2000, dawned hopefully. By the time of the 11:00 AM ceremony, the sun was shining full on the assembled, a mix of Veterans and civilians, young and old, residents and visitors. Capt. Chris McKelvey, Installation Commander, was the host. BG James Pillsbury was in attendance.

Flags of the fifty states provided the backdrop as William T. Lunsford, a retired Air Force public affairs officer and Veteran of World War II spoke of three POW heroes he has known. Two of the POWs were from Vietnam and one from the Korean War. Lunsford spoke movingly of the quiet qualities of heroism.

Capt. Chris McKelvey spoke words of welcome and, with representatives of American Legion Post 143, placed a wreath at the DDC Memorial in honor of the POWs and MIAs who have sacrificed so that we all might live in freedom. LCDR Steve Thorne introduced guests and provided closing remarks. The National Anthem was sung by DDSP employee Randy Romine.

Defense Distribution Center - Diversity

Rita Wiggins Completes White House Training in Women's Effective Leadership Program

Defense Distribution Depot Red River employee Rita Wiggins was recently selected to participate in a year long Women's Executive Leadership Program.

Wiggins has worked as Equal Employment Opportunity Specialist at DDRT.

The Women's Executive Leadership Program is one of several courses offered through USDA's Leadership Development Academy. The 12 month program focuses on developing leadership to strengthen individual and organizational performance and is open to male and female applicants.

The course curriculum combines leadership training with developmental opportunities. Program participants are allowed to tailor their assignments based on competencies they feel are needed to develop new or enhance existing managerial and leadership abilities.

"The Women's Executive Leadership Program has been a wonderful learning and growth experience for me. At the onset, we were given Leadership Effectiveness Inventory forms to be completed by ourselves, and anonymously by four of our peers and immediate supervisor. The data collected was used to identify preferred leadership styles along with leadership strengths and weaknesses to be worked on during the year," Wiggins said.

"While the results were really of no surprise to me, it was extremely helpful to have the professional and objective analysis made by the staff of how others view my personal preferred leadership style and how this style affects others. It was also highly beneficial to be given guidance and insight on the positive and negative impact my personal leadership/management style has on my personal effectiveness, she explained.

"The 1999-2000 program began in August 1999. Thus far we have attended training sessions on Conflict Management, Teambuilding, Effective Leadership, Facilitation Skills, Maintaining Balance, and Workforce Diversity. The training sessions have been conducted away from the worksite and all 1999-2000 program participants are required to attend," Wiggins explained.

"Each participant is also required to complete, at a minimum, one 30 day developmental and one 60 day developmental assignment, a five day 'shadowing' assignment, conduct several interviews with executives, participate in benchmarking sessions, and read three management book reviews on each," she said.

"Inasmuch as I had just accepted a detail to a new position when the program began, I chose to use my new assignment as Lead Production Controller in the Depot Support Office as the 30 day developmental assignment. The assignment worked out well and I learned a lot about the mission side of the house. The Chief and employees of the Support Office were great! While the assignment did not make me a subject matter expert, the diversity of the work I had exposure to - and the help given me by the employees I worked with - definitely provided a thorough understanding," she said.

"My first 60 day assignment was completed with the Department of the Army, Red River Army Depot, Community Support Office. The assignment provided me an opportunity to gain experience in the management related operations of Army Drug and Alcohol Prevention. Prevention Education is the linchpin that links all aspects of the community support program together and provides effective programming for the entire depot, to include the Defense Logistics Agency (DLA). I planned and developed a broad training programming for the Red Ribbon and Drugged and Drunk Driving Campaign," Wiggins explained.

My second 60 day assignment began in April of this year in the White House. The assignment was in the Office of Presidential Personnel, Washington, D.C. as a Special Projects Manager. The assignment was indeed challenging." In addition, Wiggins completed two shadowing assignments. The first was with COL Maureen Clay, an Air Force officer with the Defense Contract Management Agency. "I first met COL Clay in a mediation environment and was impressed with her political savvy and creative thinking. The choice to shadow her was a wise one. She is a leader in every sense of the word. I hope to be like her when I grow up, and she has agreed to be a mentor for me," Wiggins related.

"My second shadowing assignment was with the Chair of the Texas Democratic Party, Ms. Molly Beth Malcolm. She is an exceptional manager and leader who exemplifies leadership capabilities I aspire to achieve." It was Rita Wiggins goal to complete other shadowing assignments within the scope of the program, such as LTC Randall J. Bockenstedt, DDRT Commander and Kirk Zachry, DDRT Deputy Commander.

"I am truly thankful to DDRT Management for nominating me for this training and for making the commitments necessary to allow me to have a successful year," Wiggins concluded.



DRUM YARD, Continued from Page 18

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.”

Single RIC, Continued from Page 11

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.

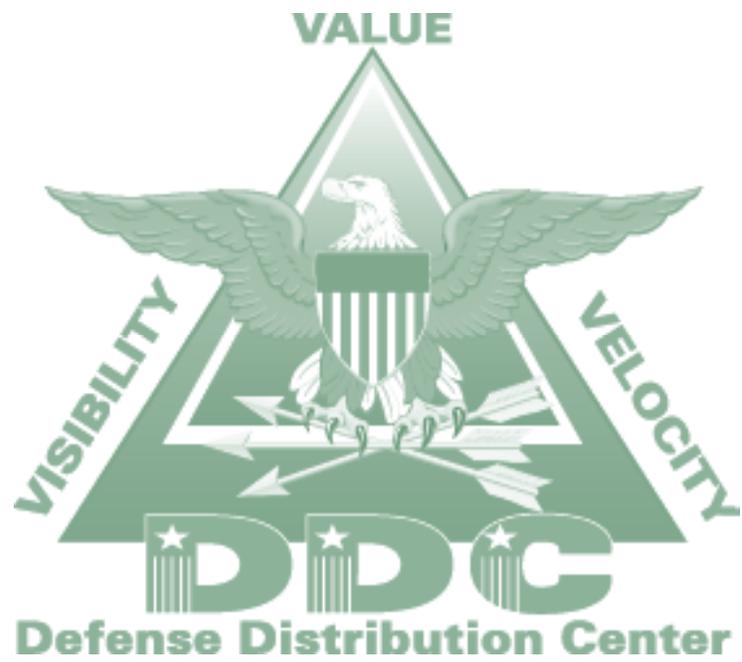
DDYJ USA TRIP, Continued from Page 18

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.



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