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DEFENSE REUTILIZATION AND MARKETING SERVICE

DRMS

WORLD

Visit our Web site at www.dla.mil/drms

FALL 2008



In this issue

- Ultimate reutilization: Camp Pendleton gets C-130
- Mission success aboard the USS Kitty Hawk
- MOUTs provide realistic training environment



The *DRMS World* is an authorized publication for employees of the Defense Reutilization and Marketing Service, a field activity of the Defense Logistics Agency. Contents of the *DRMS World* are not necessarily the official views of, or endorsed by, the U.S. Government, the Department of Defense, or the Defense Reutilization and Marketing Service.

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Address correspondence to:
Office of Public Affairs (DRMS-DP)
Defense Reutilization and Marketing Service
Hart-Dole-Inouye Federal Center
74 Washington Ave. N
Battle Creek, MI 49037-3092
Commercial (269) 961-7015
DSN 661-7015
Email address: drmspubaff@dla.mil
Web site: www.dla.mil/drms

DRMS Director

Twila C. Gonzales, SES

Public Affairs Chief

Ken MacNevin

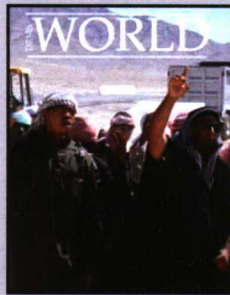
Public Affairs Office

Michael McCarthy

Van Williams

Editor

Kathy Hausknecht



ABOUT THE COVER PHOTO: To make the MOUT Iraqi village at Ft. Irwin more realistic for training, Iraqis were hired as actors. The village is populated with Iraqis, and people from the local community and American soldiers portraying Iraqis. To the soldiers going through the training, the village is as real as it gets, without leaving the country. DRMS has reutilized a variety of items to support the warfighter, acting as good stewards of taxpayers' money and providing vital training support to soldiers doing battles abroad. (Photo by Van Williams, DRMS-PAO)



Bringing a C-130 across country from Sheppard Air Force Base by truck was a logistical challenge. DRMS contracted the job out and followed the process from start to finish. The greatest obstacle of the 1,333 mile trip was the last mile. The gates at Camp Pendleton are not designed for the huge C-130s and special arrangements were made to get the aircraft on to the base. The surplus aircraft will serve as an important training tool for Marines at Camp Pendleton, Calif. The craft was provided by the Defense Reutilization and Marketing Service from Sheppard Air Force Base, Texas. **See story on page 14**



page 10 Kitty Hawk



page 18 Ft. Irwin



page 22 ... Twentynine Palms

Reutilization is important mission

I want to talk about a part of our mission that is so central to our efforts that it sometimes is taken for granted: Reutilization. You can't have DRMS without reutilization. It is at the heart of what we do. But when we talk to the public, our family or friends and say, "I work for the Defense Reutilization and Marketing Service," we get blank looks, followed by "What is that?" "What do you do?"

You could say we reutilize uniforms, boots and other equipment to the warfighter, so they don't have to buy them new, which saves money. But reutilization also helps save lives and protects the nation. I'm not the only person who thinks this is true. Marines and soldiers training for combat have repeated that sentiment.

At Marine Base Twentynine Palms, Calif., a Combined Arms Military Operations on Urban Terrain (CAMOUT) facility like no other is being built with reutilized and refurbished CONEX boxes and cement buildings. It will be as large as a midsized town with an urban area, "old town" section and medical campus. Why is this important? Because the Marines will be able to train in conditions like they will face when deployed. What part will DRMS play? We'll send reutilized vehicles, furniture, consumer electronics, and clothes, everything that will make the town more realistic.

At Fort Irwin, Calif., the Army has three facilities that simulate Iraqi villages. As soldiers patrol the streets, they'll see storefronts with merchandise piled outside. They'll see washing machines, television sets and things they would see in a real Iraqi village. Those materials were provided by DRMO Barstow.

Perhaps one of the most compelling examples of reutilization is at Camp Pendleton, Calif., where for years Marines performed aircraft jump training from a wooden structure. Thanks to the watchful eye of a DRMS staffer who is also a Marine reservist, now the hulk of an actual C-130 Hercules aircraft is at Pendleton. Reutilization can equal reality.

There are many more success stories to be told. We should never be at a loss to say what DRMS is or what we do. We provide direct support to warfighters; help protect the nation, all while saving dollars.

While this issue of the *DRMS World* was being finalized, our field leaders were meeting with senior staff from Battle Creek to look at our future. We will report to you soon on what occurred at that "off site" session.

No matter what, our focus will remain on our warfighters and how to serve them better. That's our job, and as you will read here, sometimes you actually give a member of the armed forces the equipment or experience that can help them go to war and come home safe. I think that's a great job to have, and I hope you do too.



SES Twila C. Gonzales
DRMS Director

20081008062

“Our workforce deserves to be heard. They deserve to be empowered.”

DRMS director dials up two way communication

BY MICHAEL
McCARTHY
DRMS
PUBLIC
AFFAIRS

Defense Reutilization and Marketing Service (DRMS) Director, SES Twila C. Gonzales has been on the job about six months now and she’s made it a priority to get out and talk with employees in the field. The focus on communication continued as Gonzales conducted her second “All Hands” meeting at headquarters in Battle Creek Aug. 14 and emphasized that “it has been inspiring to visit our sites.” The session was taped and DVDs were sent to all DRMS sites worldwide.

If inspiration could be measured in minutes, so far DRMO

Stockton holds the record for field locations. “Usually town halls are

scheduled for 30 to 60 minutes. Stockton’s went two and a half hours,” Gonzales said. “I’d prefer to talk with the workforce than anything else. I also gain more than anyone else probably.”

In addition to strengthening ties in the field, Gonzales is challenging the organization’s leadership to continue to make progress. For the first time in several years a leadership offsite was held. The purpose was to talk through strategic issues. “The world is radically changing and we need to react proactively,” Gonzales said. “Are we located where we should be? Are we positioned to anticipate what’s coming next?”

Communication is the gas that fuels some of Gonzales’ key initiatives such as Lean Six Sigma and Continuous Process Improvement. She emphasized that “Lean and CPI are important parts of our culture.”

This emphasis is something she has stressed from the beginning. Shortly after assuming command, Gonzales sent an email to the workforce: “We will employ lean principles and continuous process improvement as our foundation for making new and substantive change... The real power for change lies with you as we stay linked between our enterprise strategies and our process improvement efforts ... Great strides have been made in improving our strategic direction and customer focus. We can be an awesome organization when we couple these efforts with an empowered, accountable workforce. Collectively we need to find the

most effective, most productive, most rewarding way of working together.”

Gonzales made it clear that all the talk

about wanting to hear from employees isn’t just talk. Throughout the All Hands, she encouraged employees to be active participants. At one point she put it as bluntly as she possibly could, “I’m doing all the talking. You guys are supposed to interrupt.”

Gonzales covered a broad range of topics: **F-14**

The F-14 and whether to reutilize or destroy parts is still a key issue. Interim decisions are in place. Final decisions and guidance are forthcoming.

SALES

Government Liquidation (GL) was awarded the new sales contract. The current GL contract expires Oct. 31 and the new contract will be fully operational Nov. 1. The changes will be phased in over Sept. and Oct. As part of the agreement, controlled property is being removed from GL’s responsibilities and a separate solicitation for a controlled property center is in the works.

Communication is the gas that fuels some of Gonzales’ key initiatives such as Lean Six Sigma and Continuous Process Improvement.

Warfighter Support Effective mission execution and forward presence

Growth & Development Excellent training and expertise Extend the enterprise to the front line



DRMS Director Twila Gonzales, SES, encourages two-way communication during her "All Hands " meeting in Battle Creek. Photo by Jace Armstrong, DES-BC)

AREA OF RESPONSIBILITY

Gonzales stressed that the Area of Responsibility (AOR) will remain a "very big deal" and said she is focused on "improving strategies for support in the AOR." DRMS has learned how to be successful, now it's a matter of fine tuning operations, she said. Taos contractors are "on the ground" and COR training is going to be enhanced to better support the oversight of the contractors. "As leaders, we have a responsibility to see that our workforce has the skills and training to be successful," Gonzales said. She warned that not giving employees the right

tools sets them up for failure. "In Southwest Asia, we thought we did a good job. It was a good lesson learned to go back out and do a quality assurance check."

Backlogs are one of the issues to be addressed and Gonzales praised the team that went to Arifjan to assist with the "government's piece of the backlog." Another goal is to increase the visibility of serviceable inventory in theater.

EMERGENCY ESSENTIAL EMPLOYEES

"We are going to have a continued need for emergency essential employ-

ees and that's not going to go away," Gonzales said.

DDC/DRMS

Gonzales said both organizations are responding well to DLA Director Lt. Gen. Robert Dail's challenge to cooperate and find savings between the organizations. "We're starting to do things together," Gonzales said. She referred to the good work being done at DRMO Hill. "It's a great example of what can be done when we share ideas and leverage each other."

Stewardship

Provide best value Reduce cost Streamline processes

Gonzales sees one of the upcoming challenges will be taking a look at DDC and DRMS footprints and making the best decisions. “We’re not co-located everywhere,” she said.

COST MANAGEMENT INITIATIVE

“It’s critical we come up with ideas to manage our costs,” Gonzales said. “Infrastructure costs a lot of money to maintain. There are savings there as we make decisions, but we want to make good decisions.”

MENTORING PROGRAM

“Mentoring can help us improve our bench strength,” Gonzales said. “We have a lot of candidates who have asked to be mentored. We need more coaches and sponsors (mentors).”

EXCHANGE PROGRAM

“It’s an age old problem,” Gonzales said. “The field and headquarters don’t always appreciate the challenges faced by each other.” She envisions that the program will

“start small” initially with about twelve employees from the field and headquarters switching places for a few weeks. The program begins in October.

The exchange program underscores the commitment to communication that Gonzales has made clear with her emphasis on Lean Six Sigma and Continuous Process Improvement (CPI). Although she is still in the process of getting to know DRMS, Gonzales has seen enough that she’s begun to identify strengths that can help guide the way forward. “We have a tremendous workforce,” she said. “Our workforce deserves to be heard. They deserve to be empowered.”

This is the kind of talk that employees love to hear. But what does she ask in return? What responsibility comes with that empowerment? After saying employees “deserve to be empowered,” Gonzales carefully adds, “with accountability...not anarchy.”

DLA Director Retirement



Lt. Gen. Robert T. Dail, USA, director, Defense Logistics Agency has announced his plan to retire on January 1, 2009. Gen. Dail assumed command on Aug. 23, 2006 and implemented DLA’s Four Areas of Focus: Warfighter Support, Stewardship, Growth and Development and Leadership. Gen. Dail also pushed the agency to “Extend the Enterprise” linking DLA’s Supplier Network with Warfighter Demand. DRMS has answered this challenge with six DRMOs in the AOR and Disposal Remediation Teams, who will go to frontline units to help with their disposal needs. Gen. Dail has visited the DRMOs in Southwest Asia several times over the past two years, and has noted that after each tour, he is more impressed with DRMS and its staff.

Remaining vigilant

Computer application detects controlled property

When DRMS Director Twila Gonzales, SES, first met with the workforce one of her top “must-dos” was vigilance. Employees must ensure that controlled property does not end up in the wrong hands otherwise national security is at risk.

Applications such as the NIIN Research Tool (NRT) and the Controlled Property Research Tool (CPR) have helped employees isolate such property.

In the past, demil codes were sufficient to identify controlled property, but after 9/11 the lists of items that needed to be restricted were expanded greatly and may not have a direct association with just the demil code. Controlled property lists were developed for NIINs for items such as lab equipment, body armor, F-14 aircraft parts, glo-tape and many more. As the number of items grew, so did the number of lists.

Trying to locate the individual lists which were located in various places was like going on a treasure hunt without a map. Databases such as MIDAS, DAISY, FEDLOG and FLIS had to be checked for each NIIN. Search Engines for Safe Alert Latent Defect (SALD) and F-14s were also used. Other lists had to be checked, as well as a variety of other guidance and alerts. With Demilitarization no longer being the only factor to determine the disposition, an organized and methodical system that could search all the lists was needed.

The NRT application was created by Dewey Castelein, DRMS in 2001. The NRT is a portable computer application that has been around for over seven years. It is no coincidence

that it was created just after 9/11. Since then, the NIIN Research Tool has made it easier to identify property that could compromise national security if obtained by an adversary.

In 2007, a web-based version of the NRT tool, called Controlled Property was created by DLIS J-6. CPR checks

is intermittent or not available.

These applications also help DRMS customers determine what can and cannot be taken to a DRMO, or which items require special documentation.

The tools are kept as current as possible and there are a number of safeguards incorporated to ensure no users are making decisions on outdated data. In fact, to let users know that they are using the current version of

the NRT, the information screens are color-coded to match the background color of the FEDLOG discs for the current month. These tools are redesigned, refined and nurtured regularly according to Castelein.

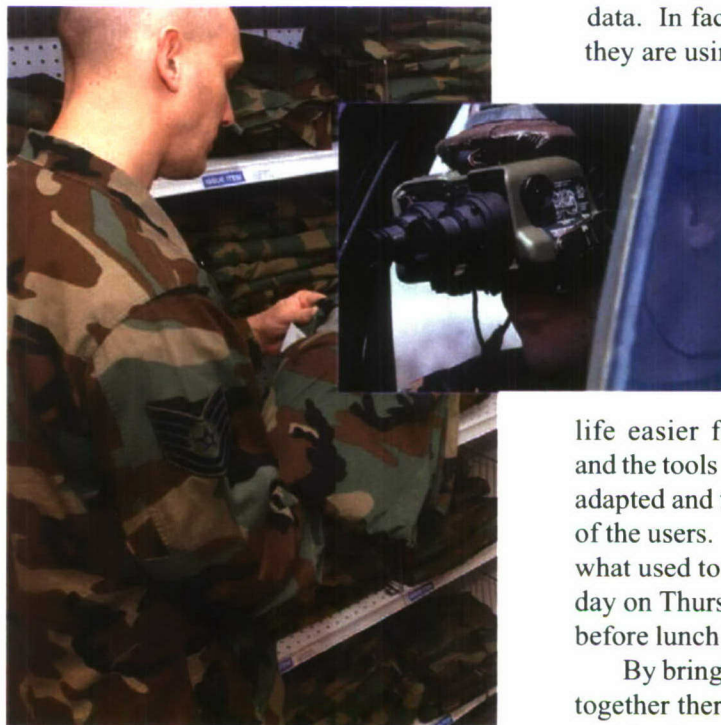
“We’re trying to make

life easier for the employees in the field and the tools are continually being adapted and tweaked to meet the needs of the users. For some individuals, what used to take until the end of the day on Thursday can now be completed before lunch on Monday,” he said.

By bringing all of the data sources together there was less chance for error and the time to review items was greatly reduced.

What’s next? Castelein noted that there is an effort underway to come up with an “enterprise wide” solution by possibly incorporating this kind of disposal information right into the FEDLOG tool itself which would open it up to a much wider DoD audience. Stay tuned!

BY KATHLEEN HAUSKNECHT,
DRMS PUBLIC AFFAIRS



Employees can use the NIIN Research Tool to identify controlled property such as uniforms and night vision goggles. The application is a stand-alone tool that can be used when connectivity is intermittent or not available.

data in the WebFLIS (real time data, updated daily) while the NRT checks data in the stand-alone FEDLOG (although FEDLOG is updated monthly, demil codes are updated daily). All the data between the two systems corresponds in the same manner that FEDLOG corresponds to WebFLIS. One main distinction: Unlike the web-based CPR, the NRT is a stand-alone tool that can be used when connectivity

Looking out for each other

Voluntary Protection Program is about more than workplace safety

BY
KATHLEEN
HAUSKNECHT,
DRMS
PUBLIC
AFFAIRS

In the movie "It's a Wonderful Life," George Bailey knocks off the ball post of a staircase banister three times in the first few scenes of the movie. While he probably could have easily fixed the post, he just lived with it. Sometimes it's easier to put up with a nuisance than to resolve it.

But that's not always the wisest, or safest, choice.

Accidents and mishaps are typically preventable and costly, especially in the workplace. The Defense Logistics Agency (DLA) spends 25 million dollars a year on compensation.

The four main elements of VPP are management leadership and employee involvement, work site analysis, hazard prevention and control, and safety and health training.

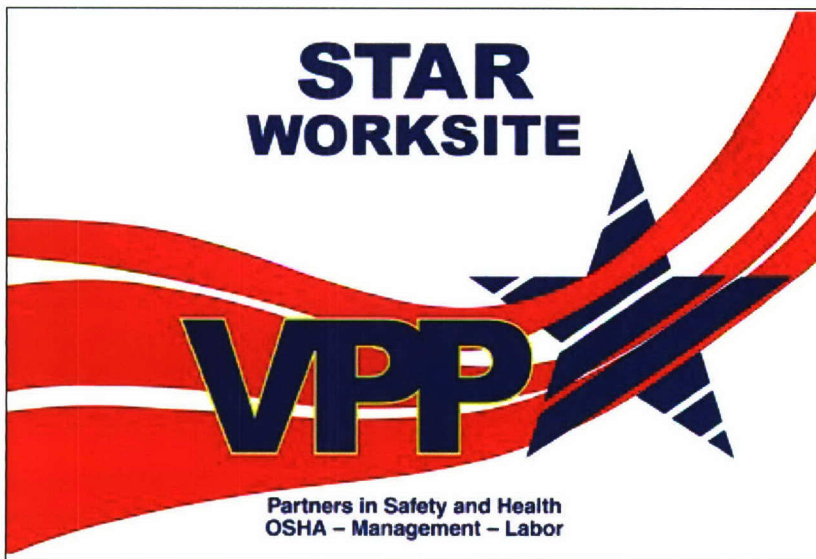
DLA-WIDE PROGRAM

DLA Vice Director Maj. Gen. A.B. Morrill is spearheading the VPP project which changes the way the DLA workforce thinks about safety on the job. VPP is designed to encourage all employees, from the director on down, to take an active role in keeping the workplace safe. The program is culture driven, and relies on the whole-hearted involvement of all employees. Because of workforce commitment, VPP is expected to increase morale in addition to decreasing workplace accidents.

In the VPP video recently released, Rick Garver, DLA Safety and Occupational Health chief, reminds employees that working for DLA is not your normal job. Taking time off to recover from a workplace accident can have repercussions. Essentially, a day off due to an injury means there is one less person to support the warfighter.

VPP requirements exceed typical safety and health regulations, making it tough to be recognized as a VPP site. Right now, Defense Supply Center Columbus, is the only DLA activity to attain STAR status.

The nine other sites undergoing VPP are: Defense Supply Center Richmond, Defense Supply Center Virginia, HQ Complex Fort Belvoir, Hart-Dole-Inouye Federal Center, Defense Depot Norfolk, Defense Depot Red River, Defense Depot Oklahoma City, Defense Depot Susquehanna and Defense Depot San Joaquin. DRMOs on a host installation will follow the host's VPP plan along with other DLA organizations on the site. DRMOs not identified should begin preparing the foundations of VPP.



So to promote a safer workplace, DLA is implementing the Voluntary Protection Program (VPP) developed by OSHA. This program has been incorporated very successfully at many Fortune 500 companies and now government agencies are using the program.

LOOKING OUT FOR EACH OTHER

Sherry Low, DRMS, is part of the VPP steering committee at the Hart-Dole-Inouye Federal Center which is co-chaired by AFGE president Susan Buckley and DES Site Director Frank Walker. She says the program is about common sense. "How many of us have tripped over something and then not done anything about? It might be something that has bothered us for years, yet we don't do anything," Low said. VPP is about "empowering employees" and gives them the ability to change things. It's about employees looking out for each other.

For example, slips and falls have always been a perpetual problem at the DRMS headquarters. The indoor steps and landings are sometimes the source. "It's Michigan and we have snow," Low said. "We also work in an historical building so there are limits to what you can do." But in a brief discussion, Low said the use of decorative mats during the winter was suggested.

"VPP ensures we go above and beyond to make sure the building is safe as it can be for employees, contractors and visitors." Low said.

3 STAGES OF VPP

Currently, DRMS headquarters is in the first stage of the VPP program which focuses on documentation and program development. During this phase, the foundation for a formalized safety and health management

system is built, which should be completed by April 30, 2009.

The second stage involves implementing, tracking and control of VPP. A gap-analysis performed about a year ago will serve as the baseline for measuring improvements.

The third stage is continuous. The program is continually reassessed, monitored and improved upon. There is no end date. The end-goal, however, is to reach STAR status which is the highest level in the program.

More information about VPP is available on the DRMS Internet. Scroll down to the bottom of the page at <https://www.drms.dla.mil/drms/intranet/training/training.htm> for the video and slides on the program.

4 MAIN ELEMENTS OF THE VPP PROCESS

- **MANAGEMENT LEADERSHIP AND EMPLOYEE INVOLVEMENT**
- **WORK SITE ANALYSIS**
- **HAZARD PREVENTION AND CONTROL**
- **SAFETY AND HEALTH TRAINING**

VPP SITES

THE VOLUNTARY PROTECTION PROGRAM HAS BEEN IMPLEMENTED AT THE FOLLOWING SITES

DEFENSE SUPPLY CENTER RICHMOND
 DEFENSE SUPPLY CENTER VIRGINIA
 DEFENSE SUPPLY CENTER COLUMBUS
 HQ COMPLEX FORT BELVOIR
 HART-DOLE-INOUYE FEDERAL CENTER
 DEFENSE DEPOT NORFOLK
 DEFENSE DEPOT RED RIVER
 DEFENSE DEPOT OKLAHOMA CITY
 DEFENSE DEPOT SUSQUEHANNA
 DEFENSE DEPOT SAN JOAQUIN

DRMOs ON A HOST INSTALLATION WILL FOLLOW THE HOST'S VPP PLAN ALONG WITH OTHER DLA ORGANIZATIONS ON THE SITE. DRMOs NOT IDENTIFIED SHOULD BEGIN PREPARING THE FOUNDATIONS FOR VPP.

Mission Success aboard the USS Kitty Hawk



The hangar deck on the USS Kitty Hawk momentarily took on the look of a massive warehouse when she made her last stop at the Naval Air Station San Diego, Calif. The USS Kitty Hawk is the last nonnuclear aircraft carrier and being decommissioned next year. Since the crew had been waiting since May to join up with family and friends, the time for emptying the ship was shortened from three months to three weeks.



USS Kitty Hawk

As the Navy's oldest active warship, she has been a part of history that spans five decades. After 9-11, she was the first carrier involved in military operations in Afghanistan. She supported missions in Somalia and Iraq. She had seven combat deployments to Vietnam in the 60's and 70's. For a day in June 1963, she served as a floating White House for President Kennedy. Throughout her lifetime she has had 407,511 arrested carrier landings and 448,301 launches. And now it's time for her to come home.

In August, the 47-year-old USS Kitty Hawk, the last non-nuclear aircraft carrier,

pulled into port in San Diego after over a decade in Japan. Its arrival was overdue by months due to a fire aboard the USS George Washington which delayed the hand-off between the two ships. With many sailors waiting since May to move on to new duty stations and anxious to reunite with their families, time was a critical.

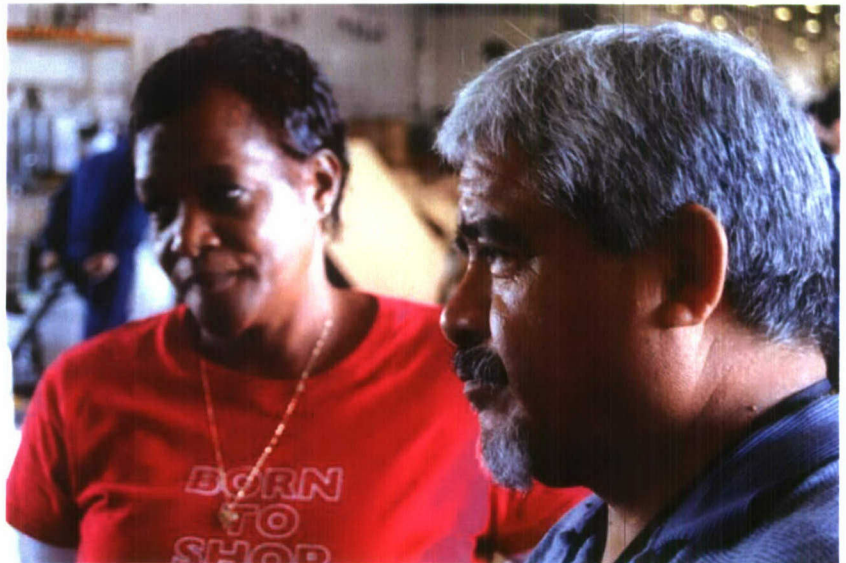
But before going ashore, the entire contents of the huge aircraft carrier needed to be disposed of in a very short time, usually measured in months. However, the Defense Reutilization and Marketing Service, who handles the disposal of military property and equipment, accepted the challenge of getting it done in three weeks.

With 5,000 sailors on board there'd be 5,000 of many of the same items. From mattress pads to life preservers, and telephones to tape measurers. It would all need to be off the ship in just a few weeks.

DRMS accepted and met the challenge because of their ability to adapt to needs of the customer.

Prior to docking in San Diego, DRMS provided turn-in training on board. DRMO Site Leader Virginia Aviles joined the Kitty Hawk in Hawaii before it left for California and spent the week teaching classes about ETID documentation, certification and how to use DAISY. She also began staging property.

The Navy Supply Officer Lt. Cmdr. David Frieder and Assistant Supply Officer Lt. Cmdr. Dan Clouser developed a unique plan to centralize the turn-in operation, nicknaming it the One Stop Drop. Together with DRMS and the Intra-Fleet



DRMO Property Disposal Specialists Jane Simmons and Fernando Ramirez worked with the sailors onboard the USS Kitty Hawk during the ship's decommissioning. Three or four DRMO workers were able to coordinate the actions of 5,000 sailors to speed the decommissioning process from three months to three weeks. (photo by Van Williams, DRMS-PAO)



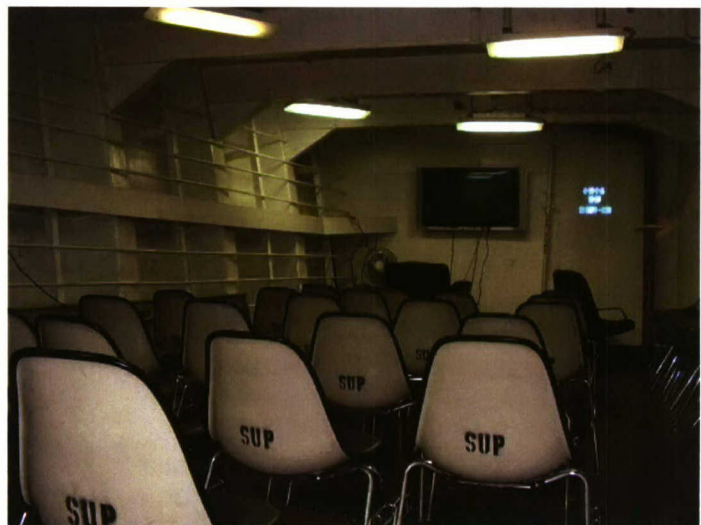
Sailors onboard the USS Kitty Hawk move equipment and supplies during the decommissioning process at Naval Air Station San Diego, Calif. With the help of property disposal specialists from DRMO San Diego, it took only three weeks to have the Kitty Hawk prepared for its final voyage to Bremerton, Wash. (photo by Van Williams, DRMS-PAO)



DRMO San Diego played an active role in the decommissioning of the USS Kitty Hawk, including coming up with a "one-stop-drop" program. This allowed sailors to bring items for reutilization, demil or scrap to one central location, where the DRMO property disposal specialist could decide where to send the material. (photo by Van Williams, DRMS-PAO)

Supply Support Operations Team (ISSOT) they expanded and fine-tuned the idea. Two DRMS property disposal specialists Jane Simmons and Fernando Ramirez would set up in the bay of the Kitty Hawk to handle the thousands of items. Harry Lindberg from ISSOT would be there as well.

All material and property, whether handled by ISSOT, DRMS, the Scrap Venture partner, or others was physically brought to the hangar deck of the Kitty Hawk. Sectioned off was an area for hazardous waste like oil and paints. A pallet of fire bricks was stacked near boxes of tile. Rows and rows of cardboard boxes were being filled with everything from memo pads to monkey wrenches, televisions to clipboards to life preservers to medical books. A stack of medical gurneys was being offloaded to a truck



Extending the enterprise to the tip of the ship: a classroom is set up aboard the USS Kitty Hawk to train sailors about the turn-in process and documentation. DRMO San Diego Site Leader Virginia Aviles boarded the ship in Hawaii and held classes for the sailors during the week long return to San Diego. (photo courtesy of Virginia Aviles, DRMO San Diego)

on the pier. File cabinets to be scrapped for their metal were next to go.

A sailor walked up with a lock box and the key to turn in at the site. “It doesn’t have any money still in it, does it?” asked Aviles before it was turned in. The bay of the Kitty Hawk buzzed with orderly activity.

“The captain loves it,” Lt. Cmdr. Dan Clouser said. “This is one of the best processes I’ve seen in 21 years. They’re open six days a week.”

Initially the response was disbelief. “It can’t be this easy,” was the reaction, said Clouser.

“One of the biggest headaches is paperwork,” said Storekeeper Chief Steven Fritts who was in charge of the daily running of the “One Stop Drop.” But the supply division took that on for all the departments. With the earlier training on board, they were familiar with the documentation and resources available and could do it faster than if done by the separate departments.

For those turning in items, it made the process easier and allowed them to be more decisive. “It’s provided people with extra time to think about whether an item really is junk or has some value,” Fritts said.

Sometimes an item is dropped off and the sailor has little knowledge about it. But Simmons and Ramirez would resolve it quickly. Between the two of them they have 50 years of experience with DRMS. Additionally, with the computers onboard they can also quickly search databases, or contact their DRMS co workers back on land.

“It’s a new, exciting challenge,” said Ramirez, who recently returned from serving in Afghanistan, referring to working aboard the ship.

Fritts was complimentary of the



Storekeeper Chief Steven Fritts and DRMO Site Leader Virginia Aviles streamlined the disposal process and made emptying the USS Kitty Hawk possible in just three weeks. The crew had been waiting since May to join up with family and friends, so time was critical. (photo courtesy of Virginia Aviles, DRMO San Diego)



Everything from medical supplies and food, to mattresses and life vests were removed from the USS Kitty Hawk during its decommissioning in San Diego. (photo by Van Williams, DRMS-PAO)

team. “They’ve provided outstanding service. If the answer is out of their realm, they just pick up the phone.” Fritts said. “They’ll get an answer back before I can offer to handle it.”

“People take it for granted” Fritts said, when it comes to turning in items on ship. “You’re just getting rid of stuff.” But it’s much more complicated than that, especially when getting a job done that usually takes three months—in three weeks. Just ask Aviles, Simmons and Ramirez. And also ask the sailors who got to go ashore to reunite with their families and friends.

BY KATHLEEN HAUSKNECHT
DRMS PUBLIC AFFAIRS

Marines helping Marines

DRMS provides C-130 to Camp Pendleton

BY KATHLEEN
HAUSKNECHT,
DRMS PUBLIC
AFFAIRS

Near the entrance of Marine Corps Base Camp Pendleton, Calif., there's a covered bus stop. A sign inside it reads "Marines help Marines," and underneath it continues "Give a Marine a ride," encouraging those leaving town to offer a lift to those without transportation. The Marine philosophy of looking out for each other happens both on and off the job.

Case in point is the recent acquisition of a C-130 Hercules aircraft fuselage at Camp Pendleton. Craig Barrett, a reutilization specialist for the Defense Reutilization and Marketing Service, and a lieutenant colonel in the Marine Reserves, contacted the 1st Marine Special Operation Battalion at Camp Pendleton, to see if they had any need for a damaged C-130 that had been turned in for disposal. If there was not a need for the fuselage then it would have to be shredded into millions of pieces and scrapped.

"And I thought all you could get from a DRMO was old furniture."

-Sonny Gambrell

But Master Sgt. Jason Kennedy, paraloft staff non-commissioned officer in charge, had a much better vision for the excessed plane. Kennedy knew of the need for a structure to be used for airborne, embarkation and load training.

An estimated \$18,000 had already been budgeted to create a mock-up of a cargo plane for training. But with the intact fuselage from DRMS, available at no cost, only minimal adjustments would be required.

"The timing of this couldn't have been more perfect – absolutely perfect" said Jerry (Sonny) Gambrell, a retired Marine who is now working as a contractor at Pendleton.

At that time, Marines were training on a wood platform and drawing chalk lines in the dirt to mark targets. It wasn't much for



Bringing the C-130 across country from Sheppard Air Force Base was a logistical challenge. DRMS contracted the job out and followed the process from start to finish. The greatest obstacle in the 1,333 trip was during the last mile. The gates at Camp Pendleton are not designed for C-130s. Special arrangements were made to get the aircraft on the base. (photo courtesy of Tess Clark, DRMO Pendleton)

holding a “dry rehearsal” for jumping. And the wood structure didn’t hold up well against the ocean humidity, rattlesnakes and rain.

In addition to cost savings, the plane will reduce the risks of injuries. When it comes time to jump in flight, the Marines will be better prepared. Deep pits dug around the C-130 will provide for better jump training. “If you can learn to dirt dive, it can be pretty much flawless,” Kennedy said. “You don’t have to worry about guys getting hurt. You can’t take away the training benefits.”

Camp Pendleton now has bragging rights and can claim it is the first RECON unit to have a C-130 for training. “It’s right here in our backyard,” Kennedy said.

Other groups will also use the plane for training including military police units and the Nevada Air National Guard. The Army can also use the structure, since jump training using the side paratroopers door is also possible.

Transporting the huge 329,000 pound fuselage from Texas required well-planned logistics, plenty of paperwork and the ability to make wide turns. The company used a semi-truck with an extended bed to support the fuselage.



Marine Master Sgt. Jason Kennedy, paraloft staff non-commissioned officer in charge inspects the cargo bay of a C-130 Hercules aircraft. The surplus aircraft will serve as an important training tool for Marines at Camp Pendleton, Calif. The craft was provided by the Defense Reutilization and Marketing Service from Sheppard Air Force Base, Texas. (photo by Van Williams, DRMS-PAO)



Contractor Sonny Gambrell and Marine Master Sgt. Kennedy stand next to their C-130. “We received a call from a Marine Reservist who works at DRMS, and he asked us if we could use an old C-130. I said ‘heck yeah!’” Master Sgt. Kennedy. (photo by Van Williams, DRMS-PAO)



Sonny Gambrell and DRMO Pendleton chief Tess Clarke were instrumental in getting the C-130 to Camp Pendleton. "Tess made sure the paperwork was done right and followed the process, including the transportation end of it, all the way through," Gambrell said. (photo by Van Williams, DRMS-PAO)

"It was the talk of the town," Gambrell said. "It was like a worldwide shipping event," added Kennedy. When arriving at the base, the trucking company had to bring the shipment through the exit because the entrance lanes to the base were too narrow.

"The Marine team is not just the Marines. It's the civilians too," said Gambrell referring to the numerous people involved in getting the C-130 from Shepherd Air Force Base to Pendleton, including DRMS Disposal Service Representative Tess Clark.

"We didn't want any glitches so we talked with Tess. She was our link with DRMS. She had it covered," Gambrell said.

Kennedy is pleased to see the C-130 at his base now and that it "didn't end up in a museum or out in the desert somewhere."

But the Marines have more good news. DRMS has an MH-53 helicopter, also known as a "Jolly Green Giant," available, which the base Marines will also use for training.

"And I thought all you could get from a DRMO was old furniture," Gambrell said.

"The Marine team is not just the Marines. It's the civilians too,"

The team effort of Marines and DRMS employees and civilians made it possible to bring a C-130 from Sheppard Air Force Base to Camp Pendleton. In doing so the Marine Special Operations Command West will conduct vital training for Ingress/Egress Training, Multiple Jump Operation Scenarios, Load Training, etc. Marines trained with this property will engage in Special Operation Missions around the globe as they engage in the war on terror.

As Craig Barrett, DRMS employee and Marine reservist, said "Each of you played a critical role in the marketing, movement, or receipt of this property. Your individual actions, coupled together have directly resulted in Marines having access to a training tool that would not have existed. You have ensured they are most ready at a critical time for them—preparation for combat operations."

THANK YOU ...

Brenda Edwards
 Janet Fowle (now retired)
 Alan Reynolds
 Nate Gaunt
 Hector Hernandez
 Worldwide Aircraft team
 Maritess Clark
 Craig A. Barrett
 Lt. Col. Jeffrey Tuggle
 Maj. Keith Parry
 Sgt. Major Barry Morgan
 Capt. Adrian Chambers
 Master Sgt. Juan Mendez
 Master Sgt. Jason Kennedy
 Maj. Andy Petrucci
 Jerry (Sonny) Gambrell



This pile of logs is all that remains of the previous jump training site. RECON Marines used the wood structure to practice their aircraft jumps. With the C-130, the Marines will be able to train on aircraft they will use during actual missions.



Then and now. The fuselage was basically intact and will require minimal work to get it ready for training the warfighter. The C-130 will be moved to a new training site being built at Camp Pendleton that will feature the cargo plane and a helicopter that will also be obtained from DRMS. (photos by Van Williams, DRMS-PAO)

Items from DRMO provide realism

Training facility
prepares soldiers
going off to war

BY KATHLEEN
HAUSKNECHT,
DRMS
PUBLIC
AFFAIRS

Edel Quejado had only been with the Defense Reutilization and Marketing Service for two months, but saw what an important role reutilization plays in supporting the warfighter at a Military Operation on Urban Terrain (MOUT) facility at Fort Irwin National Training Center in California. Quejado is a new DRMS disposal service representative at DRMO Barstow.

During her visit, Quejado saw a variety of items obtained through DRMS used to replicate an Iraqi village. The authenticity of the town allows soldiers to be better prepared for deployment to places like Iraq.

As she turned the corner to walk down



The MOUT at Ft. Irwin simulates an Iraqi village right down to the sand storms. The village was constructed with reutilized CONEX structures and excess materials provided by DRMO Barstow, Calif. . (photo by Van Williams, DRMS-PAO)



To make the MOUT Iraqi village more realistic for training, Iraqis were hired as actors and subject matter experts. The village is populated with Iraqis, people from the local community and American soldiers portraying Iraqis. To the soldiers going through training, the village is as real as it gets, without leaving the country. (photo by Van Williams, DRMS-PAO)

the street of the mock village lined with shops, Quejado said she got goose bumps because it was so realistic. From the washers and dryers stacked outside to the laundry flapping in the dust and a bazaar complete with woven baskets and gold and silver platters, she felt like she was back in Iraq for a moment where she recently finished her tour with the Army. As if on cue, the winds picked up and a small dust storm blew through.



During a training exercise at the MOUT at Fort Irwin, a soldier remains on the lookout for disturbances. (photo by Kathleen Hausknecht, DRMS-PAO)



At first glance you might think the city is real, but it's not. It is part of a training facility at the Fort Irwin National Training Center, Calif. DRMS provided an assortment of items, and will continue to provide more, to furnish the buildings. (photo by Van Williams, DRMS-PAO)

“It’s as close as you can get to Baghdad without getting a passport,” Ken Drylie, public affairs officer at Irwin said.

Drylie explained that the stores were built according to Iraqi construction standards to make it as realistic as possible. After the buildings went up, DRMS provided the finishing touches with an assortment of items. Additionally, 250 Iraqis who live elsewhere at Ft. Irwin were hired as actors to roam the streets or “work” in the shops. About 300 local citizens, or “The Barstow 300,” as



The Military Operations on Urban Terrain (MOUT) site at Ft. Irwin, Calif., offers soldiers a very realistic training opportunity. The three MOUTs are fashioned after Iraqi villages, complete with storefronts, markets and a hotel. Every detail is considered, including real Iraqis who live and work in the mock villages. DRMS helped to make the villages more realistic by providing washers and dryers, telephone poles and wire, and other household items. (photo by Van Williams, DRMS-PAO)



Because there are so many power lines in Iraq, ordinary wire or string is used to simulate the clusters. (photo by Kathleen Hausknecht, DRMS-PAO)



An appliance store displays its assortment of wares. (photo by Kathleen Hausknecht, DRMS-PAO)

Drylie refers to them, many of them military spouses, were also hired to role play and inhabit the village during the day as soldiers train. Even a small pen of goats and a mule are on site.

Debra Baken, DRMO Barstow site leader, visited the MOUT calling it “an eye opener” to see how realistic the items from her DRMO made the village seem. It also gave her ideas of other items that might be needed. Old wood furniture, which often ends up in a landfill, could be used throughout all the cities.

In addition to appliances, DRMO Barstow has sent telephone poles and lots of wire, old wooden tables and brooms. An electronics shop on the street was filled with old televisions, VCRs and other items from DRMS. Under other circumstances, these items would go through the demanufacturing program and be destroyed. But now they were being used as important props in a training facility for soldiers going off to war.

DRMO Barstow also sent a variety of vehicles, most in running condition, to the site. “We couldn’t get enough vehicles here fast enough to support what they’re doing,” Baken said. In the street was one of the vehicles reuted to Irwin. It was an old white Metro previously used as a pizza delivery car for the Navy. “Yup, that’s one of ours,” said Baken as she looked at the documentation still attached to the door.

“We’re just part of the link to make you guys successful,” she said.



Dane Wright, Debra Baken and Edel Quejado check out the GEO Metro from their DRMO at Barstow. The car is one of several vehicles used at the MOUT. It was the first time the trio had seen the items on display at Ft. Irwin. (photo by Van Williams, DRMS-PAO)



Edel Quejado, DRMS, who recently returned from Iraq while serving in the Army, said seeing the village gave her goosebumps because it was so realistic. (photo by Kathleen Hausknecht, DRMS-PAO)



Besides the DRMO items used to furnish the village, live palm trees were planted among the buildings for realism. (photo by Kathleen Hausknecht, DRMS-PAO)

Train like you fight

Massive city is setting for urban warfare training

BY KATHLEEN HAUSKNECHT, DRMS PUBLIC AFFAIRS



Building for the future, Brian Robertson who oversees the Combined Arms MOUT project at Twentynine Palms shows where the site is located. When it is completed, the training facility will be the largest of its kind in the Department of Defense. (photo by Van Williams, DRMS-PAO)

It's a different type of war being fought in the 21st century. Battles are fought in urban cities among civilians. The enemy is not always apparent. Buildings provide secret

hiding places, underground tunnels and dead-end traps.

This change in environment and tactics has changed the way soldiers prepare for battle. Today's warfighter now trains in "pretend" cities, called MOUTs (Military Operations on Urban Terrain) which simulate conditions similar to those where they will fight.

"Urban warfare is not two-dimensional," remarked Brian Robertson who oversees the CAMOUT (combined arms MOUT) currently being built at The Marine Corps Air Ground Combat Center - Twentynine Palms in southern California. The site allows the Marines and their opponents to move up, down and side-to-side from building to building via spider tunnels built underground, roof tops close together or by blasting mouse



Robertson stands in front of his "DRMO Machine." Robertson got his truck from DRMS and uses it as he oversees the construction of the Twentynine Palms CAMOUT. "We're looking forward to getting more material from DRMS," he said. "Using DRMS will save us thousands of dollars." (photo by Van Williams, DRMS-PAO)



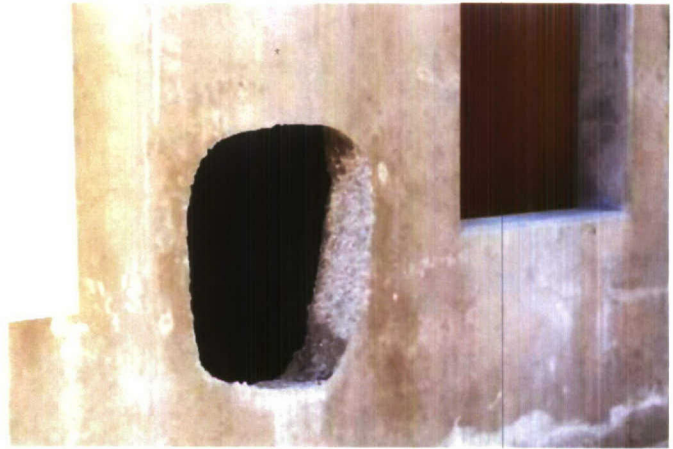
CONEX structures are arranged into a maze to resemble an urban setting at the Twenty-nine Palms CAMOUT. Marines will train at the facility to sharpen their urban combat skills. Not only will the Marines face the tight confines of the narrow streets, but with material provided by DRMS, they will also navigate around children's toys, furniture, cars and other obstacles. (photo by Van Williams, DRMS-PAO)

holes in the walls. Once completed, it will be the largest Defense Department urban training site.

As the roads are graded and buildings are completed, Robertson will add furniture and other items to add realism to the city.

Plans are in place to obtain items— all at no cost— to furnish the different districts from the Defense Reutilization and Marketing Service. An excessed truck was already obtained from DRMS and is part of display at the entrance to the urban district. The truck lies in shambles under a collapsed bridge due to an explosion. Old, worn-out barracks furniture from Twentynine Palms will be used to furnish some of the buildings.

Robertson is familiar with DRMS and has obtained items in the past. The vehicle he drives around, which he refers to as the “DRMO Machine” came from DRMS.



“Train as you fight,” is a phrase the Marine Corps puts into practice at the Twentynine Palms CAMOUT facility. This hole in the wall is called a “mouse hole,” and the “bad guys” use them to leave buildings without being seen. Marines will encounter “mouse holes,” trap doors and tunnels throughout the CAMOUT. (photo by Van Williams, DRMS-PAO)

“I love the DRMO,” said Robertson pointing out the chairs in his conference room he had gotten from DRMS.

One of the sites in the next phase is an industrial district. Robertson will be looking to DRMS for items such as earth-moving equipment and old I-beams to make the site realistic. He’s even in need of baby toys for the residential sections of other districts.

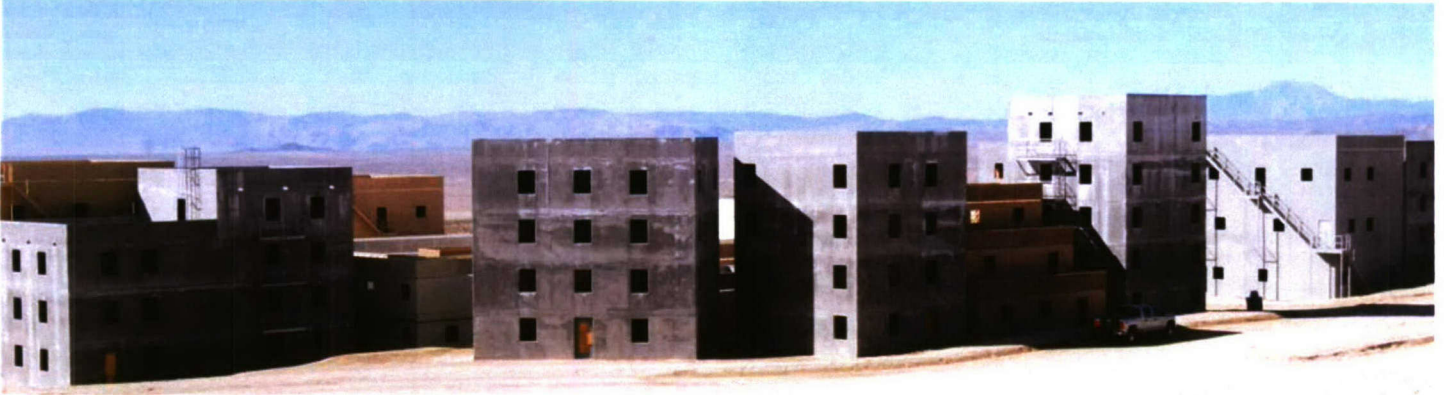
Coincidentally, Robertson said the idea for how to design the various buildings came from a CONEX container destined for the DRMO. It was easy to create assorted building shapes using the container as a basic unit.

As for the initial layout of the various districts, Robertson said they used ordinary LEGOS. The plastic blocks have proportions similar to the containers and could be easily rearranged to denote the dense or sprawling districts with assorted types of buildings.

The first phase of the CAMOUT will be completed this October and training will begin soon after. The entire project, consisting of all seven districts being built, is expected to be completed in 2015. According to Robertson, Marines deploying overseas will go through training at the super-sized MOU and have the chance to “train like you fight” in a realistic and challenging urban environment.

BY KATHLEEN HAUSKNECHT,
DRMS-PAO

A closer look at the CAMOUT



The CAMOUT at Twentynine Palms is a city in the desert where Marines will train as they fight. To give the city a more realistic feel, some 300 Iraqis will populate the area. (photo by Van Williams, DRMS-PAO)

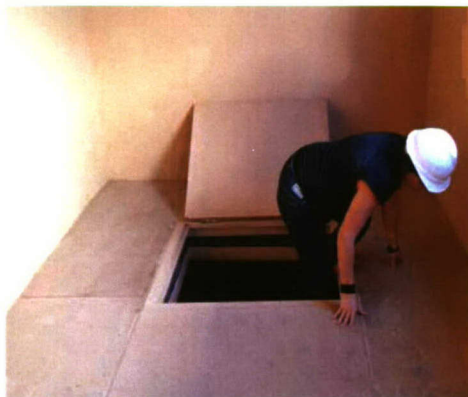
The 280 acre site will be comprised of 1,590 buildings organized into seven districts: urban core, hospital district, industrial district, east and west stadium districts, old town, and diplomatic district. It will be able to support a full battalion at one time and provide training for ground combat, air logistics and command operations.

Each district varies in layout, building type and road widths allowing for various trainings. One road is wide enough to land a V-22 Osprey tiltrotor aircraft on. Another district has large open spaces near buildings; optimal for large groups of people to gather in, and good for teaching crowd control and handling a riot.

The buildings vary in material – concrete, steel or CONEX containers. All are made to withstand fire and the elements. The floor plans inside each building can be changed so the training remains fresh.



Brian Robertson, the unofficial mayor of the Twentynine Palms CAMOUT looks out at the first phase of one of the largest training facilities in the DOD. (photo by Van Williams, DRMS-PAO)



Trap doors and hidden tunnels are a few of the features of the CAMOUT. This tunnel was created underneath a series of CONEX structures. (photo by Van Williams, DRMS-PAO)



A view from above. (photo by Van Williams, DRMS-PAO)

Minuteman stands down

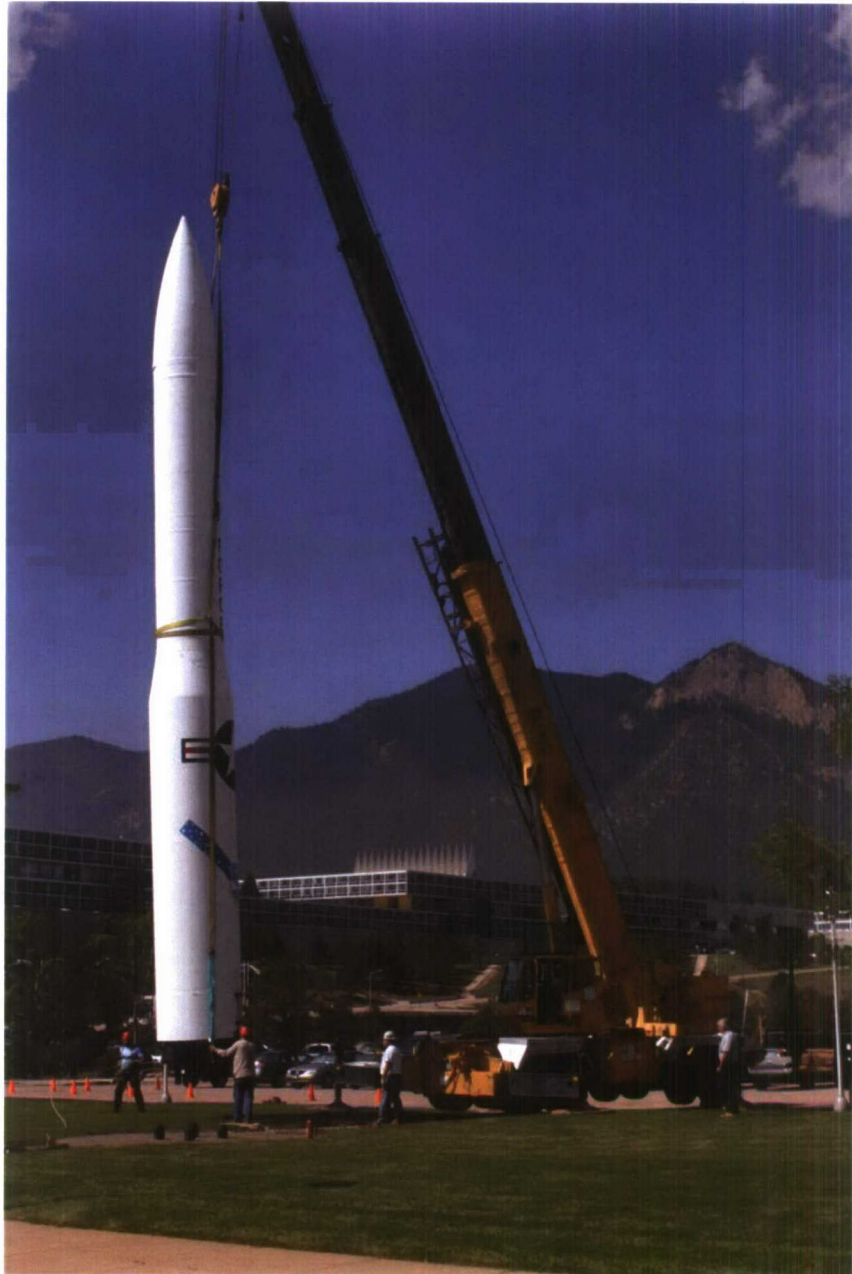
DRMS will scrap it

More US Air Force officers have looked at it than probably any other single object the Air Force owns. They looked up at it. With its nose pointed up it reaches 18 meters, just shy of 60 feet in height. It is five feet around, shiny white, and until Aug. 20, it stood upright on metal rods. With help from the Defense Reutilization and Marketing Service (DRMS), it is on its way to becoming small pieces of metal. It is already a part of history.

It is the shell of a Minuteman III missile. Until recently, it stood in front of the Cadet Field House at the Air Force Academy in Colorado Springs, Colo. right where it was planted in 1971. Recently, the missile was lowered onto an Air Force truck for movement to a building where some interior pieces will be removed. After that, DRMS will take over and the remains of the hulk will go to a DRMS Demilitarization center at Davis-Monthan Air Force Base in Arizona. There the long time academy icon will be turned into scrap.

DRMS serves all the armed forces, taking over excess or obsolete items to ensure military property is reused as much as possible and ensure all property is safely and correctly disposed of once it reaches the end of its useful life. So when reuse is not feasible, turning old equipment into scrap is nothing new. And something 60 feet by 5 feet around is not that big.

A few years ago, DRMS managed the process of having an entire C-5



A crane hauls away the Minuteman III from its display in front of the Air Force field house where it has stood for decades. (photo by Ken Carter, USAF)

Galaxy cargo aircraft cut into chunks and removed from a field next to Dover Air Force Base in Delaware. To put that into perspective, three 60-foot long missiles like the one at the academy could lie end to end across the wings of a C-5 and six more could lay flat on a C-5 cargo floor.

But the Minuteman was an icon, a 37-year veteran of inspiring future Air Force leaders. This was different.

Two days before the missile was taken down, Air Force Master Sgt. Dean Miller reported the story of the missile's place at the academy and why it had to go. This is what he wrote.

Based on a possibility of collapse related to internal corrosion causing potential structural integrity problems — combined with high winds common to the area—the Cold War veteran is being removed as a safety precaution.

“It is fitting that the Minuteman III is prominently displayed at the Academy,” said Director of Academy Communications Johnny Whitaker, whose office is also responsible for presentational static display aircraft on the Academy. “It represents a strategic weapon system that helps maintain our nation’s security every night — a system that has been a vital deterrent of nuclear war and stalwart sentry of peace for decades.

“It is also a weapon system entrusted to 115 Academy graduates deployed on strategic alert in our nation’s missile fields right now,” Whitaker said. “However, with cadets, faculty and visitors working, walking and parking near our missile display every day, we can’t risk anyone’s safety if there is even the slightest risk of collapse. Under advisement of experts from the National Museum of the Air Force and our Academy Memorial Board, our leadership has decided to retire our Minuteman.”

Detailed inspections of static display missiles at various locations by the National Museum of the U.S. Air Force at Wright-Patterson Air Force Base revealed numerous examples of internal corrosion. This was especially true on



The Minuteman III is lowered onto an Air Force truck to be stored at a temporary location. (photo by Ken Carter, USAF)

the Minuteman family of missiles where internal corrosion was concealed by the original special coatings and overlayers of paint.

“In the instance of the Academy display, it is very likely that significant concealed internal corrosion exists inside the missile shell. Despite the best of conservation efforts, missiles were never intended to remain exposed to the elements for decades and, therefore, it is a prudent decision at the Academy to retire the missile from display,” said Terry Aitken, senior curator, National Museum of the U.S. Air Force, at Wright-Patterson AFB.

Before the missile will be released to DRMS, some special steps remain to be taken at Colorado Springs. “Contractors will properly dispose of a fungicide — impregnated cork coating on the missile — and a specialist from the National Museum of the U.S. Air Force will remove a 7.5 foot magnesium-thorium alloy component,” said Academy Museum Specialist, Paul Martin. “Both materials require professional handling different from the routine disposal of scrap metal.”

That done, it will be off to Arizona where the final chapter of its history will be written.

BY KEN MACNEVIN,
DRMS PUBLIC AFFAIRS

DLA employee helps to bring a touch of home
Ice Cream Truck in the Desert



The 601st Aviation Support Battalion's "Two Scoops of Hooah!" ice cream truck is a converted bread truck. DSCC associate Russell Dewart was instrumental in making the vehicle available for an Army unit to use it. (Photo by Army Spc. Casimer Rzanca)

For many Americans, the sight of an ice cream truck brings back happy childhood memories of carefree summers and cool refreshments.

But for servicemembers on the front lines in the war on terrorism, those memories are a world away.

That is until now.

Soldiers of the 601st Aviation Support Battalion at Contingency Operating Base Speicher, Iraq had a great idea, and needed the help of a DLA employee to make it happen. Lt. Col. Donald Nitti, 601st ASB, battalion commander asked his Soldiers to see if they could find the resources to build an ice cream truck or van.

Russell Dewart is a universal customer account specialist for DLA at COB Speicher. It's his job to

expedite the warfighter's requests for equipment and supplies to DLA. Back in the states, Dewart works for the Defense Supply Center Columbus. "We had this old blue bread truck that picked up the nickname the "Blue Bomb," Dewart said. It didn't have air conditioning and was used very sparingly as a backup vehicle. "Some time back in June, Chief Warrant Officer William Foreback from the 601st approached me with the idea that his Colonel wanted to have an Ice Cream truck on base to deliver treats to the troops around the air field and other areas of the base." An agreement was reached and the "Blue Bomb" was swapped for another vehicle.

Within weeks Nitti's soldiers found a vehicle, freezer and sound system.

Then with some careful innovation and meticulous creativity, the soldiers from the 601st bomb team, command and automations section began to turn the "Blue Bomb" into an ice cream truck.

On July 4th, the truck made its debut at Speicher, complete with the name "Two Scoops of Hooah!" a giant dripping ice cream bar on the roof and a caution sign on the back. "...I added a sign board and an actual ice cream menu," Spc. Rzanca said. "I came up with a 'caution running soldiers' sign for the back of the van." He also put together the "Happy Music" sound track for the truck, including the song "Don't Worry Be Happy."

Lt. Col. Nitti considers this mission a success, based on the smiles he gets when the truck delivers the cold treats. "The best was a young soldier. We drove

down the flight line at about 1500 (3 p.m.). It must have been 115 degrees and this kid was at the end of the line working on an aircraft all by himself. We coasted up to him in "Two Scoops of Hooah!" with our music playing and stop near him. I bet he stared at us for 20 seconds with no expression on his face. I told CSM Thompson, 'I bet he thinks we're a mirage or that he's having a heat stroke.' Finally, I get out of the truck, walk over to him and ask if he wants a free ice cream. He said 'seriously sir? !)\$(*#)\$* awesome!' I bet he said that three times."

BY VAN WILLIAMS, DRMS PUBLIC AFFAIRS AND ARMY MAJ. ENRIQUE T. VASQUEZ, CAB 11D PUBLIC AFFAIRS

