

BARSTOW LOG

SERVING MCLB DURING TRANSITION AND CHANGE

Vol. 5, No. 14

Marine Corps Logistics Base Barstow, California

February 15, 2001

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Check out the new Marine Corps homepage.

<http://www.usmc.mil>

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<http://www.barstow.usmc.mil>

President pledges more money for military pay, housing, healthcare

By Sgt. 1st Class Kathleen T. Rhem
American Forces Press Service

FORT STEWART, Ga. – President George W. Bush announced Feb. 12 a significant increase in funding for quality-of-life issues affecting U.S. service members.

Speaking to a group of roughly 6,000 3rd Infantry Division soldiers and their family members here, Bush pledged an additional \$5.7 billion in 2002 to be spent between military pay increases and improving military housing and healthcare.

The president got a rousing round of applause when he announced he plans to spend \$1.4 billion on a pay raise for service members – “pay increases on top of the increases the Congress passed (during) the last couple budget cycles,” he said.

Bush also said he plans to spend \$400 million on military housing and an additional \$3.9 billion to improve healthcare.

But he really gained the crowd’s support with a well-timed “hoo-ah!” The soldiers’ responding shout was deafening.

“Because of you, America is secure. Because of you, the march of freedom continues,” Bush said. “Our nation can never truly repay our debt to you. But we can give you our full support, and my administration will.”

He said the nation owes its service members and their families a decent quality of life, necessary training and equipment, and solid defense policies.

“When we send you into harm’s way, we owe you a clear mission with clear goals,” he said.

Bush called the soldiers the foundation of America’s military readiness. “But while you’re serving us well, America is not serving you well enough,” he said.

The president said problems like low pay and poor housing reach across the services with predictable results. Frustration is up, while morale and recruitment are down, he said.

“This is not the way a great nation should reward courage and idealism,” Bush said. “It’s ungrateful, it’s unwise, and it is unacceptable.”

The president opened his speech by asking for

See MONEY Page 16

170th RAM/RS AAV rolls off MCB rebuild line

By CWO Francis P. Babeu
RAM/RS AAV project manager

The Maintenance Center received the prestigious Maintenance Excellence Award today at 1 p.m. for staying ahead of schedule and under cost for the Marine Corps’ single most important depot-level maintenance program.

For the past two years the Maintenance Center has been in direct support of the Marine Corps Amphibious Assault Vehicle/Reliability, Availability, Maintainability Rebuild to Standard (AAV RAM/RS) Program.

During the entire time they overcame numerous adversities by demonstrating exceptional resourcefulness and professionalism. The Maintenance Center had a schedule baseline to complete 340 RAM/RS vehicles by December 31, 2002, and a cost baseline of \$227,000 per copy. Starting three months behind the Performance Measure Baseline (PMB), the Maintenance Center improvised some goals to improve the schedule without incurring any additional costs. Defying all who said it could not be done, MCLB did the unthinkable. Two years into executing a four year program, MCLB finished this remarkable task one-month ahead of schedule by completing their 170th vehicle at a cost savings of \$533,000. This unrealistic accomplishment could only be realized with a Teamwork Enterprise and the implementation of the nine Better Business Practices.

The team consisted of United Defense Limited Partnership (UDLP), Program Management Team (PMT), Life Cycle Management Center (LCMC),



Photo by Curt Lambert

Maintenance Center Barstow employees mount the turret on a rebuilt AAV.

Defense Contract Management Command (DCMC), Technical Engineering Administrative Management Support (TEAMS), Defense Logistics Agency (DLA), Weapon System Integration Group (WSIG), and the backbone to the success – Maintenance Center Barstow. The success of this program could not have been realized without parts support-

ability. This was accomplished by implementing Industrial Forecasting Support Groups (IFSG), Material Control Center (MCC), Industrial Prime Vendor (IPV), Manufacturing Resources Planning (MRP II), Tailored Logistic Cooperation (TLC),

See AAV Page 9



Current VITA Participation

Marines still doing MORE with LESS, doing it better

By Sgt. Maj. Stephen H. Mellinger

Marine Forces Pacific

CAMP H.M. SMITH, Hawaii – In my few months thus far as the Force Sergeant Major, I've made command visits to most MARFORPAC bases and stations at least once.

On each of my visits I've met with numerous Marines to discuss an array of Corps-related topics. In every conversation I learn a little more about our Corps and the concerns and needs of individual Marines. Throughout these visits Marines are constantly echoing the age-old theme, "Marines are still doing more with less."

As the MARFORPAC Sergeant Major, I want all of you Marines to know, "I hear you." Personally, from evidence I've seen on my trips to Marine facilities, I would even go so far as to say that theme is a gross understatement!

I have said for many years, American taxpayers are getting their money's worth, and then some, out of their Marine Corps. And that is a fact in which all Marines can be proud.

In my humble opinion, our Corps brings to the table (talking about combat muscle) at least one-fourth of our country's combat capabilities. Add to that the Corps' proven track record in combat, and I believe our ultimate worth (to our nation's defense) should be rated even more.

If my facts are accurate, our Corps operates off of approximately six percent of the Department of Defense total budget. If that's true then there should be no doubt about Marines doing more with less. Marines, wouldn't it be great if the Marine Corps would receive a percentage of DoD's budget equal to what our

value is to our nation's defense?

I'm sure there are folks much higher than my pay grade (and smarter too) who, perhaps would disagree with me on all of this, but it's what I believe. I stated before that I am not much into fancy garnish sitting on the dinner plate just for looks. I'm more interested in the meat and potatoes of the matter. And for this column that means getting to the point about genuine hardcore needs of Marines.

For example, we have units on the West Coast that work in buildings with no running water. Other units, where winter months get pretty chilly, must wear their Gore-Tex and gloves while they work on sophisticated electronic gear. Why, because there is no heat in their buildings. I could go on with other examples, but I think you get my message.

Now before anyone conjures up mental images of illegal sweatshops, and calls in the investigative news reporters, please know that it's not that bad and that we (the Corps) are working these issues.

The problem is that these commands simply don't have enough funds in their budgets to pay for refurbishing needs and still be able to buy required items to remain combat ready. It's no different than our personal finances at home.

If you only have so much money for the month you have to prioritize your purchasing needs (note I said NEEDS and not wants). Commands are no different. When unplanned requirements arise (things not budgeted for), commands must decide which things receive the highest priority for purchase.

I know I'm preaching to the choir about all of this, but I think it's important all of you, from privates on up, understand that you

have a sympathetic ear in me. Our new Commander-in-Chief told us that he's aware of our many needs and that help is on the way. Ooh Rah to that!

His understanding of our needs should be a great comfort and encouragement to all of us. So to you aircraft babbas, take heart, in the near future you won't need as much duct tape and 550 cord to keep those birds flying (just teasing; I hope). And to you motor-T mechanics, your suggestions to install quick-release clips on engines (making it easier to swap engines in vehicles) may not be needed now.

All joking aside, I really want to hammer home the point to all of you that Lt. Gen. Libutti and I are extremely proud of you. Why you ask? First, because you all are true professionals and most of all true Marines. You have demonstrated great patience waiting for new parts and equipment to make life easier. You've remained motivated, enthusiastic and innovative making do with what's available to you.

Like true Marines you have endured, adapted and overcome all adversities to remain a force in readiness. And that includes your families as well. I'm speaking of having to reside with your loved ones in older government quarters or for being on a housing waiting list for most of your tour in some areas.

I could go on and on as to why we're proud of you, but I don't think it's really necessary. Whatever frustrations you may have such as the areas of concern I've mentioned, I know deep down each of you still feed off of that fire in your gut. That of simply being a Marine.

See BETTER Page 16

Faith sees clearly through fog

By Lt. Cmdr. Elmon R. Krupnik

Base Chaplain



The other day I was taking my wife to the Ontario airport, and we had to travel through the Cajon Pass. At the time that we went through the pass, there was very thick fog. Because of the fog, visibility was down to the distance of a few car lengths.

In our own lives, situations occur like fog, unexpectedly and without warning. Because of those situations, our visibility becomes obscured as to how we see God.

At times the fog can make us feel out of control, because we cannot see what lies ahead. God tells us, in Hebrews 13:5, "Never will I leave you; never will I forsake you." I knew, as I

drove through the fog, that I had to slow down. I could not go as fast as I wanted to. Sometimes God puts fog in our lives to get us to slow down and to get our attention.

While traveling through the fog, a car passed us whose license plate said, "UCFAITH." Faith is what is necessary to guide us through the fog. The fog causes us to look to God in faith to help us through rather than relying on our own strength.

Hebrews 11:1 states, "Now faith is being sure of what we hope for and certain of what we do not see." It is our faith that God has given us that will help us make it through the fog as we travel through the mountain passes of life.

Let us remember to look to Him to guide us through the fog. Also, let us remember to look to Him when there is no fog so that He does not have to create fog to get our attention.

Blessings to all,
Chaplain Krupnik

Chapel Hours

Protestant
Catholic Mass

Sun. 8:30 a.m.
Sun. 10:30 a.m.

Confession services before Mass

Yermo Bible Study

Wednesday
At the Colonel's Workshop
For more info call
Don Brooks at 577-7165.

Just doing my job ...



Photo by LCpl. Cory Kelly

Lance Cpl. Aaron F. Frisbie, Jr., cable splicer, eases himself down from a telephone pole at the rear entrance of the Yermo Annex Tuesday morning. He explained that up at the top of the pole it is about ten degrees cooler than ground level and twice as windy. Come wind, come rain, come turbulent weather, he and his crew are on the job. Extreme focus and clear-headedness, regardless of the chill factor, are absolutely essential at the top of the pole. One wrong move and ... ZAP! Wake up, Jack! Time for your shock therapy!



BARSTOW LOG

MAINTAINING TRADITION AND CHANGE



Marine Corps Logistics Base Barstow, California

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For information on advertising in **BARSTOW LOG**, contact Paul Kinison of Aerotech News, Lancaster, Calif., phone: (661) 945-5634.

NEWS BRIEFS

Leave donors needed

Larry Jodoin, Marine Corps Community Services employee, has a medical emergency. Anyone desiring to donate leave under the Leave Sharing Program may obtain a Leave Donor Application through their department administrative officer.

For more info call Monica Moorman, 577-6559.

ASMC/FMA luncheon

The Association of Military Comptrollers and the Federal Manager's Association are hosting a joint luncheon at the Oasis Club February 28 at 11 a.m.

Colonel Mark A. Costa, base commander, is scheduled to be the guest speaker.

The \$5 luncheon ticket includes barbecued ham or a chef salad. The ham dish includes mashed potatoes and gravy and steamed vegetables.

Reservations are required and due by February 23.

Contact one of the following ASMC or FMA officers for tickets:

ASMC Officers

Name	Phone
Randy Meyer	577-6366
Connie Lewellyn	577-6596
Erin Foster	577-6642
Andrew Henderson	577-7344
Sophia Ontiveros	577-6419
Lou Ann Presley	577-6366

FMA Officers

Name	Phone
Donna Wilder	577-6638
Lorinda Meinicke	577-7774
Brenda German	577-7139
Bob Wyman	577-6866
Glen Stoops	577-7291
Donna Coppi	577-6279
Dale Harris	577-6212

TRICARE briefings

Military healthcare is changing.

"News Briefs" is designed to disseminate information to the MCLB Barstow community. Submissions should include a point of contact and phone number, and be received by noon, Friday for the next issue. Submit news briefs via e-mail to editor@barstow.usmc.mil.

The 2001 National Defense Authorization Act directed the military to implement the most sweeping changes to its healthcare program since the implantation of CHAMPUS 35 years ago. These changes strengthen TRICARE, CHAMPUS' successor, greatly improving the benefits and lowering costs paid by military healthcare beneficiaries. The wide-ranging changes most significantly affect military retirees who are Medicare-eligible and active duty family members.

Changes include elimination of most co-payments for care delivered to TRICARE Prime enrolled active duty family members and the extension of TRICARE benefits to military retirees and eligible family members who are 65 and older. The legislation extends and improves pharmacy benefits to all eligible beneficiaries regardless of age.

TRICARE Southern California and its managed care support contractor, Foundation Health Federal Services, will conduct town hall meetings throughout Southern California to explain these changes.

Plan now to attend a briefing at a location near you. Briefing time and date information below:

The active duty family member briefing is planned for February 22, 3 p.m., at the Oasis Club. The briefing for military retirees and their spouses age 65 and over is also at the Oasis Club February 22, at 10 a.m. and again at 1 p.m.

For more information call HMC Stefan L. Erickson, 577-7804, or check out the TRICARE Web site at <http://www.tricare.osd.mil/hda>.

CRMC Workshops scheduled

The Career Resource Management Center has a series of workshops and

101 things you should never ask a Marine to do

By E. Temple



Never ask a Marine to stop a leaky faucet.

classes scheduled for the rest of February and throughout March. All classes and workshops are held at Building 129. For more info on these classes and workshops call 577-6533.

Writing Resumes

This popular class offers instruction on creating a private sector resume. Participants learn the essential steps necessary to write an effective resume, and which type and style of resume to use. Instructors provide presentation and formatting tips so that potential employers will read your resume. Learn how employers use applications and resumes to screen out undesirable candidates.

This class is scheduled for March 6 and 20, 3:30-6:30 p.m.

Preparing Applications for Federal Employment

Personnel interested in pursuing a career in the Federal sector are encouraged

to attend this workshop. Participants learn to complete the complicated formats and understand the various types of Federal applications such as the SF-171, OF-612 and Resumix.

This class is slated for February 27 and March 13 and 27, 3:30-6:30 p.m.

Job Interviewing Techniques

Learn to effectively interview for that dream job in person and by phone.

This three-hour class covers preparation, what to say, what not to ask, and some commonly asked questions.

Participants are eligible to have their interview taped and evaluated by a certified Career Development counselor.

This class is March 1 and 15 from 3:30-6:30 p.m.

Career Assessments for Career Planning

Interest inventories allow individuals to know themselves better and focus on work best suited for their aptitude, abilities and temperament.

Upon completing the computer-

based confidential assessment, the participant receives a comprehensive report that enables them to select an occupation, identify transferable skills, and define the type of employer that best suits their personality and skills.

This class is open March 8 and 15, 7:30-9:30 a.m. and 11:30-1:30 p.m.

Positive Force seeks advisers

Be a positive influence in the life of youth in the community.

The Positive Force Precision Drill Team is a non-profit youth organization built to keep teens off the streets and give them something to do. This team, based in Barstow, performs military-style regulation and fancy drills at hospitals, schools, nursing homes, churches, parades, etc. The intent is to develop a strong sense of integrity, responsibility, self-discipline and respect

See BRIEFS Page 16



Photo courtesy of Calico Ghost Town

Union Soldiers await battle President's Day Weekend, February 17-19, when the Civil war is re-enacted at Calico Ghost Town. For more info call 1-800-TO-CALICO.

Tax time again??!!

Tired of struggling through your taxes or paying through the nose for a professional tax preparer?

Bring all of that paperwork and leave your headache to the qualified personnel at the Staff Judge Advocate's office at Building 136. Their certified tax preparers will not only figure out the ins and outs of your return, but they'll even electronically file it for you so the money comes back even faster.

Contact one of the below listed personnel today:

Name	Division	Phone
GySgt. Michael Claudio	PSD	577-6347
SSgt. Robert W. Cole	HqBn	577-6916
SSgt. Jose J. Leal-Munoz	FSD	577-7052
SSgt. Johnny Garcia	SJA	577-6874
SSgt. Donna M. Knolle	FSD	577-7353
Cpl. Patrick J. Snyder	SJA	577-6874
Cpl. Jared M. Anderson	ISO	577-6197
LCpl. Eduardo H. Nuno	PSD	577-6124
LCpl. Michael T. Pirozzi	SJA	577-6874
Jacque Fadely	SJA	577-6874
Barbara Kulseth	SJA	577-6874
Terri Lloyd	FSD	577-7480
Tom Quenga	FSD	577-7545

Before the United States was united or even states, African Americans – many of them slaves – took up the causes of life, liberty and the pursuit of happiness. Since then, black sailors have distinguished themselves in service to their country while ...

... Serving in the Navy

By Rudi Williams

American Forces Press Service

WASHINGTON – Blacks have served in the Navy since before there was a republic, but their contributions – even their numbers – aren't widely known.

Military records seem to indicate that few African Americans served in the Navy until World War II. DoD historians note that information about early African Americans in the Navy is skimpy because records were not kept by race until shortly before World War I.

"Negroes," as they were called back then, bravely manned gunboats during the Revolutionary War, fought valiantly during the War of 1812, performed heroically during the Civil War, and gallantly distinguished themselves during the Spanish-American War.

Evidence exists of African Americans serving on gunboats in

the Continental Navy and in the navies of several states. It seems their patriotic service and heroism were ignored as soon as their services were no longer needed.

For example, "A Negro, Capt. Mark Starlin of the Virginia Navy," commanded the Patriot, but at war's end, despite an outstand-

ing battle record, was re-enslaved by his old master. That account comes from the book "A Pictorial History of the Negro in America."

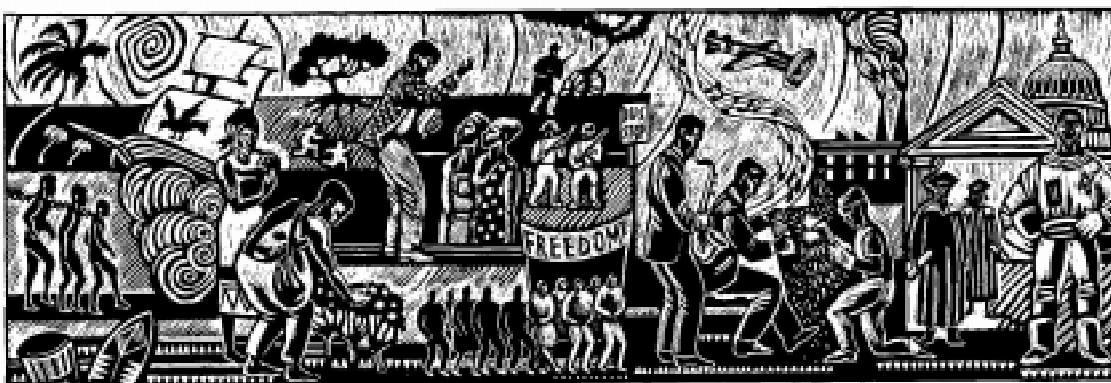
Many African Americans also fought in the War of 1812, hoping to become free afterward. American victories in the war are primarily naval ones. Naval records indicate

about 16 percent of all enlisted sailors would have been black. What they can't show is the number of hopefuls who gained freedom.

When the Civil War broke out in 1861, hundreds of newly freed slaves flocked to Union naval service. By war's end, blacks had served on almost every one of the Union's nearly 700 Navy vessels and six, records said, earned the Medal of Honor for gallantry in combat.

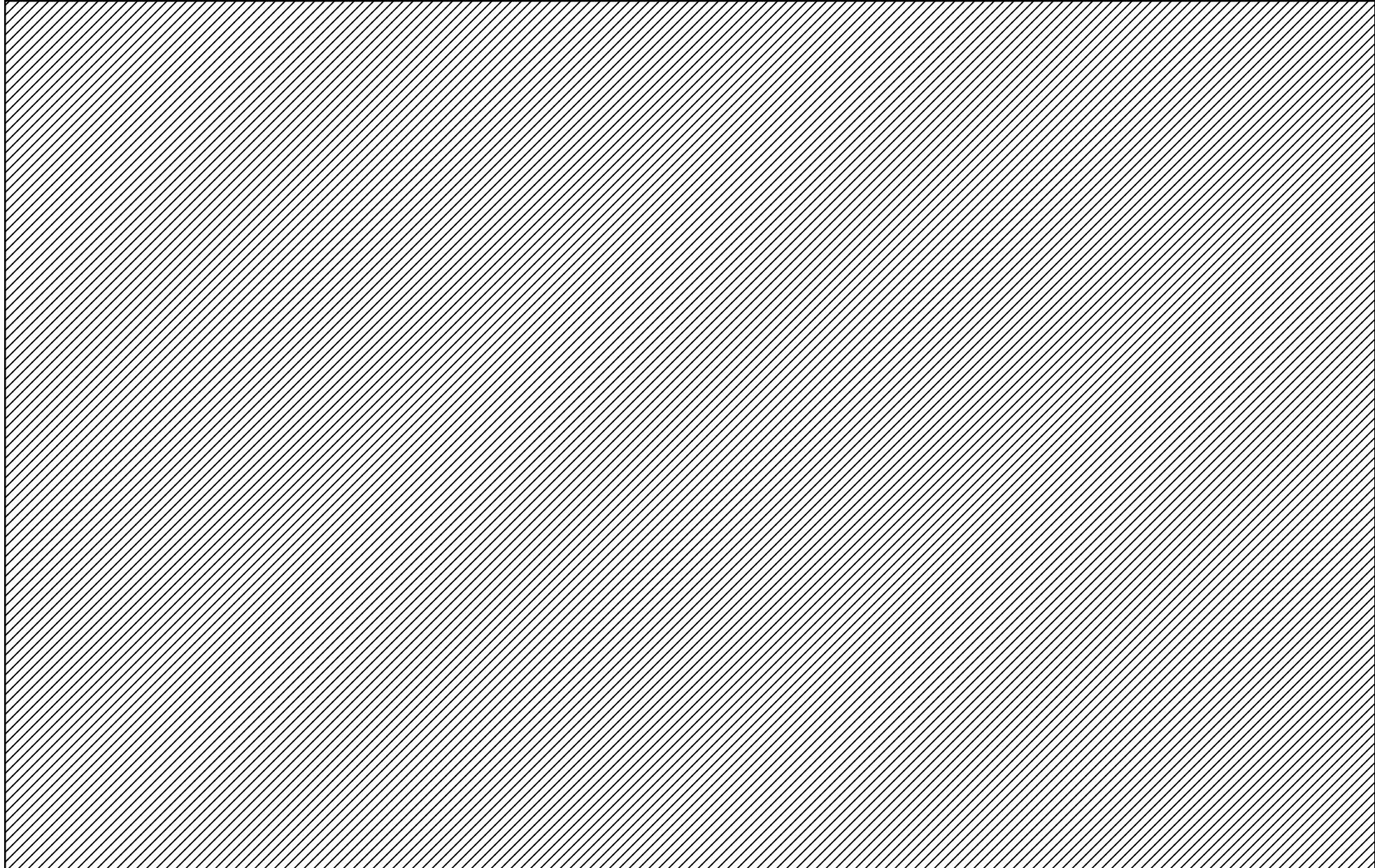
The Navy, however, seems to have overlooked many of its black sailors. For more than a century, Navy authorities estimated 10,000 blacks had served. Researchers of the Naval Historical Center, Howard University and National Park Service recently discovered new evidence that changes history: The real number is nearly twice as high.

In a ceremony at the Navy Memorial in Washington on Nov. 17, 2000, Navy officials added more



African-American History Month

See **SERVING** Page 11



Long weekends may be hazardous to your health

By GySgt. Frank Patterson

Public Affairs Chief

One one hand I am very lucky in my job because part of my job is to read everything that comes across my desk. This includes reams of ALMARS, MARADMS, media briefs, etc. It is also part of my job to read news as it comes in off the wire.

On the other hand, I am very unlucky in my job for the exact same reasons.

No, I'm not just talking in circles here. Let me explain what I mean by that.

Every morning when I come into work and fire up my computer, I have something waiting in my e-mailbox called the "Daily Media Report" which comes from the Media Relations Department at Headquarters Marine Corps.

This report includes a synopsis of all the Personnel Casualty Reports that are generated daily throughout the Marine Corps.

In my personal opinion (but I hope it is one that you share) there are way, way too many PCRs coming through the system.

For instance, the Corps lost three active duty Marines and two reservists from vehicle-related accidents in January. Another Marine was lost because he got drunk and fell off a reef in Okinawa and was swept out to sea.

When I read of how these Marines were lost, I find it difficult to keep from chewing them out.

"Why didn't you wear your seat belt, Marine?"

"Why did you try to drive home after drinking so much?"

The really sad part about this is that nearly

all of these Marines could have been saved if a buddy had been watching out for them.

As Marines, we are taught to always take care of our own, but then we let our best buddy get behind the wheel after a night of partying and plaster himself all over the pavement.

Have the intestinal fortitude to stand up and tell someone to sit down until they sober up.

From Fiscal Year 1998-2000, 339 Navy and Marine Corps personnel were killed in four-wheel vehicle accidents. Forty-one percent of them were not wearing a safety belt.

How can we let this happen?

More importantly, how can we stop it?

Now, I'm not saying I'm the paragon of virtue nor the perfect example of a safe driver, but I do make it a rule that my car doesn't start moving unless everyone inside it has their seat belt on. And that goes double for children.

We are currently in the middle of Child Passenger Safety Week (February 11-17). Make sure your kids are buckled in safe and tight when you get behind the wheel.

But don't discriminate either. Twisted steel may

have sex appeal, but it couldn't care less if it rips through your body or that of a friend or family member so be sure you buckle up too.

We have a long weekend coming up - a Federal holiday, so everyone is probably going to be getting out of town to have fun.

Watch out for the other guy on the road. You may be clean and sober, but can you guarantee that other driver is?

Another stupid reason that Marines are getting hurt is road rage.

I admit I get impatient and have called other drivers by names that I wouldn't care to

repeat in church. But I haven't ever been so mad that I wanted to run someone off the road or worse.

Just calm down, put on some music and relax. You'll live much longer and enjoy the drive more. If you're afraid of being late when you're going somewhere then leave home a little bit earlier.

Take your time.

Be safe

Buckle up.

And come back to work Tuesday ready and raring to do your part in the the Marine Corps.

Job Watch

Amc No.	Title/Series/Grade	Open	Close	1st Cutoff	Location
DEU-034-01NR	Hazardous Waste Handler WG-6901-06 (Term NTE 366 days)	01-25-01	02-23-01	02-08-01	MCLB Barstow
OTR-010-01NR	Electrical Equipment Worker WG-2854-07 (Temp NTE 1 year)	02-02-01	03-02-01	02-16-01	MCLB Barstow
OTR-016-01	Electronics Integrated Systems Mechanic WG-2610-07 (Temp NTE 1 year)	02-09-01	03-09-01	02-23-01	MCLB Barstow

Applicants interested in announcements beginning with DEA or OTR should submit their resume to:
**Human Resources Service Center, Southwest
ATTN: Code 522 (announcement number)
525 B Street, Suite 600
San Diego, CA 92101-4418**

For more information concerning public job announcements visit the Self-Service, Bldg. 37, Monday through Friday from 7 a.m. to 3:30 p.m. or call the Human Resources Office 24-hour employment information line at 577-6919.

If you have Internet access, browse to <http://www.usajobs.opm.gov>.

For information regarding Open Continuous Merit Promotion announcements point your browser to <http://www.donhr.navy.mil>.

Seeing Shadows:

By Michael McCleery

Special to the BARSTOW LOG

Handfuls of High Desert students got a feel for a few of the different jobs at the MCLB and Maintenance Center Barstow February 6 during the Groundhog Job Shadow Day.

Approximately 190 high school students from Silver Valley, Central, and Barstow high schools gathered at Barstow High's gymnasium early morning before setting off to shadow their pre-determined fields of choice with employers from around the area.

Of the almost 200 students who participated in the event, dually sponsored by the Horizon School-to-Career Grant Partnership and the Barstow Area Chamber of Commerce Education Committee, 25 visited the Marine base.

Maintenance Center Barstow took more than a third of the shadowing students under its wings and into their Cost Work Centers. Here, the nine students allotted to MCB got down and dirty, and sometimes up and dirty, learning about some of the different vehicles they repair, and some of the people who repair them.

Four students found themselves in-

side the locked doors of one of the base's most heavily guarded facilities, the Information Systems Office. Behind the bells and whistles of Building 170's security cameras and safeguard systems, they took a peek into the world of systems networking, computer repair and help desk operation.

Men and women from MCLB's Fire and Emergency Services Division took four students on a chaotic glide through the inner-workings of their highly demanding world. Students were given the opportunity to get a better understanding of the amount of hard work and training that goes along with the heavy task of saving lives.

Three students went to the Branch Medical Clinic where they spent time with staff members like, Hospitalman 1st Class Robert Brown, radiology technician, whom taught them a little bit about what it is like to work in the medical profession.

All three students admitted that even though they learned a lot at the clinic, they anticipated a much more chaotic atmosphere, like the one depicted in the hit TV series "ER" for their job shadowing experience.

One corpsman said, "What we do,

High Desert students get glimpse of just a few of the many different ways to spend a hard day working aboard MCLB



Photo by Michael McCleery

Mayron "Moe" Scheer, Maintenance Center Barstow employee, gives high school student Stephanie Latorre some insight into the capabilities of the M1A1 Main Battle Tank.

doesn't look like the set of ER because we're more organized."

Due to a logistical slip up, a prospective actor and a hope-to-be veterinarian spent the day at the Civilian Human Resources Office learning about employee relations and administration, all the things they don't want to grow up to do. "We really had nothing that interested them," Lucianna Wias, personnel management specialist, said, chuckling about the day's events, but she said it turned out to be a good experience in the end, "I put them to good use for a while. And at least now they have a concept of what we do."

The students shared the same opinion about their dive into employee relations, saying, "Well, we now know what we don't want to do."

Another two students got the opportunity to spend the day picking through

the nuts and bolts of Heavy Mobile Multi-Wheeled Vehicles and taking a tour through the Fleet Support's operations. Even though their morning started with what Andrew Henderson, deputy director of fleet support, called a, "very boring ethics meeting." The rest of the time was spent getting to "look, feel and touch" some of the different vehicles FSD repairs and restores.

Henderson said he was surprised at the amount of questions they asked and continued to say it was, "a very enlightening experience for everyone involved."

Jay Hartwick, heavy mobile equipment mechanic, said he would like to see a little more preparation for next year's events and noted that giving the students a more "field applicable" dress code would be nice, as, "high heels and dresses don't mix well with the grit and grease out here,"

he said.

Kathi Brant, Barstow High School guidance counselor, agreed. "This is the first year [the Barstow area school district] has participated in the nationwide program on such a wide scale," she said. "We tried doing this a few years back but it wasn't as well received. I think last time we did this we only had 50 or so students participate. We pulled it off better than before, but there are some things we know we can improve on."

Editors' Note: Michael McCleery is a Silver Valley High School student who shadowed the Public Affairs Office. The story here was written by him with guidance from the BARSTOW LOG staff.



(LEFT to RIGHT) Jeff Domovan, artillery repair, and Jay Hartwick, heavy mobile equipment mechanic, teach Tamarra Elliott, Cynthia Rothwell and Jason Louis about the the M1A1 Main Battle Tank weapons systems.

AROUND THE CORPS

Postpone Osprey's entry into operational service

By David M. North, Editor-In-Chief

Aviation Week and Space Technology

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When I flew the V-22 from Patuxent River Naval Air Station, Md., in late 1998, I did not realize that my experiences with the tilt-rotor would come to reflect the concerns of operational success and safety quite so soon. My final comment in our pilot report was that "the true test of the Osprey will come once it is in service with the Marine Corps and the Air Force, as to whether the reliability and maintainability of the aircraft meets the projected goals."

Unfortunately for the Bell/Boeing Osprey program, the MV-22 accident this past December, which followed three others and brought the number of fatalities from V-22 crashes to 30, raised the question of the safety and reliability of the tilt-rotor even prior to its entering operational service with the Marine Corps and Air Force. The Osprey program has survived cancellation attempts, a long development effort and accidents before. But the crash during training in December, the subsequent grounding of the MV-22 fleet and the new focus of Congress and the news media on the Osprey have put the program in jeopardy.

Making matters worse, the commanding officer of the MV-22 training squadron at New

River Marine Corps Air Station, N.C., has been relieved of duty after being accused of ordering subordinates to falsify records on the operational availability of the Osprey. That is indefensible, of course. But it muddies the water and should not be the basis for killing the program.

The Osprey is a complex machine, as I discovered during the evaluation flight. We had a no-go sensor problem that was found after engine start, but by using the self-diagnostic maintenance program, we found the failed part and replaced it with one cannibalized from another MV-22. Sound familiar? Like many others, this program has suffered from inadequate funding for spare parts and support. Money also has not been available for needed additional flight-testing.

Also, Marine Corps training squadron personnel are still learning to maintain a highly technical machine with electronic publications and a laptop computer-based diagnostic system. At the same time, the availability of the unit's MV-22s is based on new readiness criteria. These new "optimized" criteria require 24-hour-a-day observation and will tend to lower the MV-22's readiness rates when measured against the Marine Corps' CH-46s or CH-53s helicopters.

Tilt-rotor technology is not new, and the most recent accident has been tied to a hydraulic line

See **OSPREY** Page 11



Official USMC photo

The hybrid MV-22 Osprey tilt-rotor aircraft holds center stage of the Marine Corps' future amphibious warfare program. But two recent crashes have brought the program under the microscope at the Pentagon.

COMMANDER'S CORNER

Maintenance Center Barstow

MCB introduces MK48 improvement process

By Greg H. Freed

MATCOM

MARINE CORPS LOGISTICS BASE BARSTOW, Calif.—Marine Corps Materiel Command stakeholders met here January 8 to introduce a new program that will change the way Materiel Command works.

This meeting follows a recent December meeting at MCLB Albany, Ga., where the MATCOM senior leadership team all agreed to support two implementation pilot projects to prove the Theory of Constraints (TOC) concept.

The Theory of Constraints, a way of thinking and improvement methodology, examines how the maintenance center achieves its mission of ensuring ground equipment readiness, now and in the future.

Major General Paul M. Lee, commander, Materiel Command, declared the Theory of Constraints program as a way to make some fundamental changes in MATCOM's culture as well as the way it does work. "We need to streamline our processes and turn [MATCOM] into a fast-moving organization that is capable of handling all the functions and put products out the door. I know we can improve readiness with the TOC process. If proven successful, we will be implementing TOC throughout MATCOM, enterprise-wide. You have my full support going forward."

At a weeklong training seminar here maintenance center top-level leadership, mid-management, shop supervisors, production planners, LVS/backshop artisans and union representatives worked with a

team of TOC facilitators in looking at "Critical Chain," a TOC application for project management using a "pull system" approach within manufacturing. The MATCOM Business Management Office and key players from Marine Corps Logistics Bases Maintenance Directorate attended the seminar as well as representatives from the MARCORSYSCOM Program Manager for Transportation Office.

Three questions were examined during the seminar: Do we need to change the way we manage our projects? Is there a better way to manage our projects? How do we make the change happen? Everyone wholeheartedly agreed improvements were needed and supported the Critical Chain application.

The MK48 (LVS Power Unit) was chosen as the first proof-of-concept project. The MK48 was selected because the operating forces have a dire need for the unit, the quantities and funding profile are established within Marine Corps Logistics Bases, the envisioned money saved with improvements supports follow-on MK48 lines, and the risk factor appears to be quite manageable.

"Implementing TOC at Barstow on the MK48 is our opportunity to demonstrate this improvement methodology works," Col. Ervin Rivers, MCB commander, said. "We're implementing this improvement effort not because we've been doing work poorly at the center. We've got great people, and we're all working to achieve readiness. We perform high-quality work here, but there is still a lot of room for improvement in terms of how we schedule our assets. Implementing TOC helps us put in a sched-

ule that is realistic and will tremendously improve our throughput. And our throughput is the intrinsic link to readiness."

For the next 30 days TOC experts are working with maintenance center personnel who are familiar with production scheduling and the MK48 maintenance procedures. A stand-alone personal computer and Concerto software supporting the schedule will be installed, and appropriate persons will be trained in using it. The new schedule pays attention to due dates and requirements from the end customer. This software system helps identify the task and resource dependencies within the MK48 to prevent bottlenecks within the line and protect against missed customer commitments. The scheduling program is based on scheduling what is known and building in protection or "buffers" in strategic areas. Buffers are managed via the green, yellow and red stoplight method and are key to maintaining schedule variances within acceptable limits.

"There is a long list of external factors that impact our schedule, our service to our customers, and our readiness," said Rivers. "These areas are outside of our control, however. We need to work on what we can control first using our own resources. We need to focus on our throughput and demonstrate that we can manage our business processes and deliver to our customers when we say we will. After we've demonstrated that we can manage our business effectively using the TOC project management process, we need to quickly move to policy constraints that impact whether we'll be in business 20 years from today."

Gary Baker, Maintenance Center deputy commander, agreed and added, "Our objective with this project is to exercise control over those things we do have control over, particularly our internal scheduling. And TOC will be of great benefit to us in scheduling our work, which is probably one of the most important internal issues we have within the maintenance center. For things we don't have control over, we want to exercise influence in those areas while we try and stabilize our schedule."

"For this program, our ambitious target is to improve MK48 equipment readiness by increasing throughput, reducing cost and meeting or exceeding customer requirements."

Baker finished saying that Better Business Practices are tools that focuses on increasing effectiveness and efficiencies of specific areas.

The results of the proof-of-concept project here dictate when it begins at MCLB Albany. It is anticipated that positive improvements will be demonstrated and measured within a couple of months. Meanwhile senior leadership throughout MATCOM continues to drive home the point that TOC is not about trying to reduce the work force. The end state or goal is to increase throughput thereby enhancing job security by increasing customer driven requirements.

"The TOC is another tool to help bring us into a disciplined environment, to help us manage and control our processes, and provide us with useful information," said Baker. "When we use the TOC, we are looking at overall throughput of a product. When we protect and increase throughput, it controls costs."

EO policy reissued

By Col. Ervin Rivers

Maintenance Center Commander

I would like to reinforce my policy of "zero tolerance" for actions or inactions which violate our fair and equal treatment policy. Our work place must be free of discrimination, reprisal, violence (physical or verbal), sexual harassment, and other behavior which disrupts good order and discipline.

Supervisors will conduct EEO training with employees and enforce Article 26 of the Master Labor Agreement.

The Marine Corps' policy on Equal Opportunity is clear: The Marine Corps will provide equal opportunity for all members without regard to race, color, religion, gender, age or national origin, consistent with the law and regulations and the requirements for physical and mental abilities.

My message on this issue is equally clear and is identical to our former commandant Gen. C. C. Krulak: Not only is discrimination fundamentally inconsistent with our core values of honor, courage and commitment, it also impedes our ability to perform our mission. Discrimination, in any form and at any level, is not acceptable.

This is a great place to work, so let's keep it that way.

What is the Theory of Constraints?

The Maintenance Center here is implementing the Theory of Constraints in the MK48 (LVS power unit) line. Following are several frequently asked questions about the Theory of Constraints, and how it will be used it here.

What is Theory of Constraints?

The Theory of Constraints is a management philosophy with the key objective of helping organizations better achieve their goals. MATCOM's goal is ensuring ground equipment readiness for Marine Operating Forces, now and in the future. TOC uses a set of management principles and tools to help identify both impediments (constraints) to goal(s) and the minimal changes needed to remove those constraints.

TOC is easily explained through the "chain" analogy where "a chain is only as strong as its weakest link." If an organization is seen as a chain where each department and its processes are a "link" in the chain, what constrains an organization from achieving its goal? Identifying and addressing the weakest link or "constraint" makes substantial improvements. In other words, if the constraint dictates the pace of an organization's ability to achieve its goal, it makes sense that addressing the constraint allows the organization to achieve a substantial rate of throughput faster.

Ongoing extensive training in using cause-and-effect logic along with experience, observation and intuition allows understanding of work environments and processes. This understanding of the situation leads to improvements. Once a goal is identified and defined, all actions and measurements are re-examined based on how well they support and provide information about achieving

the goal.

How does TOC impact jobs?

There will not be any work force reductions while throughput is improved. The desired end state focuses on increasing throughput to better satisfy the customer.

How is this different from other improvement processes?

A key TOC insight is that only a few work centers within a product line control the output of the entire product line. Managing these bottlenecks, or constraints, optimizes the output. In addition, knowledge of these constraints also provides guidance for future factory investments. TOC focuses measurements around an organization's goal of ensuring actions are moving in the right direction.

TOC is generally viewed as complementary to the Manufacturing Resources Planning (MRP) II system. In a manufacturing environment, there are differences between how MRP schedules production and production schedules based on TOC requirements.

TOC provides strategic protection (buffers) for each project/deliverable. This differs from JIT which puts inventory (in kanbans) throughout the plant.

TOC is a big advancement in project management. It considers resources as well as requirements. The work is viewed as more project-based and takes into account variations in processing time for each product or process. The production requirements for a

See TOC Page 11



Lots of pieces work together in harmony to keep the AAV moving across hostile territory. Here, Richard Steck, rebuilds a 525 IRAM transmission for the AAV.



Photo by Curt Lambert

Many man-hours (and woman-hours) of labor are spent rebuilding an AAV. Betty Sluder (left) and Ron Halliday prepare a rebuilt AAV for painting by masking off the areas that won't be painted.

AAV from Page 1

and numerous Integrated Product Teams (IPT).

As the MCB AAV RAM/RS Program Project Manager, I have observed the Maintenance Center employees consistently taking the initiative to ensure each vehicle met quality, schedule and cost performance standards. They took pride in their workmanship knowing these vehicles would protect the fleet Marines in any given situation.

The high-quality standards have not only been validated by the low volume of Product Quality Deficiency Reports (PQDR), but primarily the statements we received on our annual visit to the Fleet Marine Force (FMF).

The comments from the users were, "... the RAMMER is night and day compared to the old tracker," and "After riding this, I don't want to go back to the other AAV. I can keep up with those Tanks now." From the maintainers, we received numerous e-mails on the outstanding performance it executed during a recent Combined Armed Exercise (CAX). This was validated in their comments of the reliability, availability and maintainability without any corrective maintenance during the exercise. One comment stands out: "The RAMMER was fast, and we thought it would have more damage due to the severe ter-

rain conditions but actually we literally only had to perform Preventive Maintenance. This saved us man-hours and parts cost."

The Maintenance Center looks forward to starting the rebuild of 46 Communication Vehicles this summer, with 35 Recovery Vehicles soon to follow. MCB's goal is to finish all 340 vehicles three months ahead of schedule and to continue to stay under the budget. A continued teamwork effort will prove the Theory of Constraints (*See articles Page 8*) methodology and in turn be validated by a sophisticated reporting method through Earned Value Management (EVM).

The Maintenance Center's support is a direct reflection of the success associated with this \$80 million AAV RAM/RS Program. They have consistently demonstrated the superior skills required to meet the demanding schedule directed upon them. Their results are uncommon and extraordinary. They have responded to the challenge with eagerness, determination and skill. Time and again they all have undauntedly displayed versatility and exceptional organizational ability towards this common goal. Selling eight vehicles ahead of schedule consummates the true meaning of teamwork. The Maintenance Center's motto stands strong: "Teamwork – many hands, many minds, one goal."



Photo by Curt Lambert

It may take a village to raise a child, but it takes the population of a small city to rebuild an AAV.



By Jim Gaines

MCCS Publicity

Sale Continues at MCX

The February Super Sale continues at the Marine Corps Exchange with great bargains like these: JVC XLR5000 multiple compact disc recorder, \$399.95.

Perfect for Spring – Syrocco furniture. Plastic chairs, \$3.89, plastic classic top center tables, \$5.49

The Exchange/7-Day Store is open Monday–Saturday, 8 a.m.–9 p.m., and Sunday, 10 a.m.–6 p.m. Call 256-8974 for details.

The Railhead Exchange at the Yermo Annex is open Monday–Friday, 8 a.m.–6 p.m., and closed Saturday and Sunday. During troop rotation the Railhead Exchange is open Saturday and Sunday, 9 a.m.–5 p.m.

Call 577-7092 for more information.



Learn to play golf

Tees & Trees Golf Course offers golf lessons by our teaching professional, Oscar Valenzuela. The cost for lessons are \$15 adult, \$10 youth. Lessons available 6 days a week. Call or drop by for more information on our golf lessons, and start today!

Open Monday 11 a.m.–5 p.m.

Tuesday through Sunday 7 a.m.–5 p.m.

TEES & TREES GOLF COURSE 577-6431



Weekly Lunch Menu

Today – Stuffed pork chops.

Friday – Hoki fish.

Monday – Holiday Hours: menu service 9 a.m.–2 p.m.

Tuesday – Spaghetti and meatballs.

Wednesday – Beef curry and rice.

Thursday – Lasagna.

Lunch costs \$3 military, \$4.50 civilian. A la carte and sub sandwiches are available for lunch as substitute or addition.

Lunch is served Monday–Friday at Nebo, 10:30 a.m.–12:30 p.m., and at the Yermo Annex, 11:30 a.m.–noon.

Family Night Dinner Menu

Tonight – Grilled steak (2 for 1).

Next Thursday – Mongolian beef.

Family Night dinners are served Thursday evenings at the Family Restaurant from 4:30–7:30 p.m. Prices: (military and civilian) \$4.50 adults, \$2.50 children (5–11 years), children 4 years and under are free. Everyone is welcome.

SeaWorld Tickets at ITT

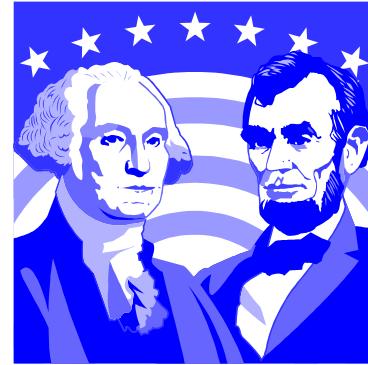
ITT has special SeaWorld tickets:

(1) An unlimited pass (with a few holidays blocked out) for the rest of the year (2001). Tickets cost \$42 adults, \$32 children. These unlimited pass tickets must be validated by SeaWorld on or before March 31, 2001, so hurry and get your tickets as soon as possible.

(2) Regular daily SeaWorld tickets for \$34.75 adult, \$26.75 children.

ITT has tickets to almost every attraction in Southern California, at much lower than gate prices. Some featured attractions are Disneyland, Disney's California Adventure, Magic Mountain, Knott's Berry Farm, Universal Studios, San Diego Zoo, Wild Animal Park.

Like something to watch while having dinner? How about Wild Bill's Dinner and Theater? Or Medieval Times to hold your attention while enjoying a delicious meal. A Harbor Dinner Cruise might be more to your taste. ITT has them all. Just call or drop by and check out what tickets we have to offer you.



MCCS PRESIDENTS DAY HOLIDAY HOURS

Open Services

The Exchange/7-Day Store (Nebo) is open 10 a.m.–6 p.m.

The Family Restaurant is open during the holiday with menu service from 9 a.m.–2 p.m.

Tees & Trees Golf Course is open 7 a.m. –5 p.m.

Closed Services

The MCCS Administrative Office, Housing, Semper Fit/Gym-Fitness Center, Personal Services, Business Operations and Support Administrative Office, Oasis Club, NCO/Enlisted Club, Barber Shop, ITT, Cactus Cafe, and the Railhead Exchange are all closed Monday.

Other days

The Hobby Shops (Auto, Ceramic and Wood/Rock) and the Bowling Center, which are normally closed on Monday, are observing Presidents Day on Sunday.

Don't forget, we also have fishing excursions (ocean fishing) at half-day and three-quarter day runs.

ITT can also save you money on hotels in Anaheim, Buena Park and San Diego.

ITT is open Monday–Friday, 8:30 a.m.–4 p.m. Call 577-6541 for more information.

Tickets are also available after business hours at the Bowling Center, Wednesday–Friday, 4–6:30 p.m., and Saturday and Sunday, 10 a.m.–5:30 p.m. The Bowling Center phone number is 577-6264.

Semper Fit Offers More

Semper Fit Services available are the weight room, basketball courts, racquetball and tennis courts, playing field sports (football, soccer, baseball), equipment issue room, the sauna and exercises/aerobics.

In addition, Semper Fit offers physical fitness programming, health promotion and awareness, and the Single Marine Program.

The Gym/Fitness Center is open Monday–Friday, 5 a.m.–9 p.m., and Saturday and Sunday, 8 a.m.–3 p.m. Call 577-6898 for more information.

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than 8,000 neglected black sailors – including more than a dozen women – to its rolls of honored Civil War veterans. The researchers even proved the actual number of black Medal of Honor recipients was eight.

Naval historical records list three African American heroes during the 1860s.

Robert Smalls (1839-1915), a slave-pilot aboard the Confederate steamer Planter of Charleston, S.C., hijacked the ship when the white crew had gone ashore. He and the Planter's slave crew delivered Planter to the Union in 1862. Smalls was lucky, because he was among a few African Americans who were recognized for their wartime exploits. He was appointed pilot of the USS Keokuk and eventually was promoted to captain.

Another African American, John Lawson, received the Medal of Honor for service on the USS Hartford during the Battle of Mobile Bay, Ala., in 1864. Post-war records note the outstanding service and patriotism of Frank Allen, who served on the USS Franklin in European waters in 1868.

Naval records indicate 15 African-American sailors aboard the USS Kearsarge when it engaged the CSS Alabama and sank the Confederate commerce raider off the coast of Cherbourg, France, in June 1864.

After the Civil War, African Americans served in unlimited roles among the Navy's enlisted ranks. However, that's when the custom started that "encouraged" blacks and other men of color to become officers' stewards and cooks.

The first decades of the 20th century

brought increasing restrictions on the role of African Americans in society and in the Navy, according to Naval historians. The enlisted rates remained open to all men, but African Americans were pushed into servant roles.

The Navy's racial segregation policies limited African Americans' participation in World War I and, after the war, barred black enlistments altogether from 1919 to 1932. The only black Sailors in uniform during that period were the ones aboard in 1919 who were allowed to stay to retire.

Even with its distinct policy of racial segregation, the Navy permitted mixed racial crews. Records show that while African Americans saw limited Naval action during World War I, one of them, Edward Donohue Pierson, earned the French Croix de Guerre for valor when he was wounded aboard the USS Mount Vernon when it was torpedoed off the coast of France.

In 1917, John Henry ("Dick") Turpin became the first African American chief petty officer, the Navy's highest enlisted rank at the time. Turpin enlisted in 1896 and survived the sinking of the battleship USS Maine in Havana harbor in February 1898. A chief gunner's mate, he was one of the blacks allowed to stay in 1919 and retired in 1925.

When African Americans were allowed into the Navy again in 1932, it was as stewards and mess attendants.

The Navy began rethinking its policies when the nation entered World War II in December 1941. Navy officials had to deal with a shortage of manpower and well-focused political activities. But thousands of patriotic black men also clamored to join,

inspired by the heroics of black sailors like Doris "Dorie" Miller and Leonard Roy Harmon.

One of the first American heroes of the war, Miller had been a mess attendant on the battleship USS West Virginia during the Japanese attack at Pearl Harbor on December 7, 1941. Though he had no gunnery training, Miller took charge of an anti-aircraft machine gun when its crew was disabled. Popular legend has it that he shot down several of the 29 enemy planes claimed that day. Ship's officers also cited him for his part in rescuing sailors who had jumped or been thrown overboard. Miller received the Navy Cross.

Harmon, also a mess attendant, received the Navy Cross posthumously for valor during naval combat off Guadalcanal on November 13, 1942.

The Navy would remain racially segregated in training and in most service units, but enlisted ratings opened to all qualified personnel in 1942.

The first African American officers in Naval history were commissioned in 1944.

The 12 commissioned officers and one warrant officer became known as the "Golden Thirteen."

President Truman ended formal racial segregation in the armed forces in 1948 by executive order. Opportunities gradually expanded for African Americans in the Navy and in American society from the late 1940s and the 1950s, a time marked by the Korean War and the Cold War.

During that period, Ensign Wesley A. Brown became the first African American

graduate of the U.S. Naval Academy, Annapolis, Md. Ensign Jesse L. Brown became the first African American Naval aviator and died in action during the Korean War.

Major changes in the Navy's approach to African Americans came between 1965 to 1972 during the Vietnam War and the civil rights struggle. Samuel L. Gravely, Jr., was promoted to rear admiral in July 1971, making him the first African American to reach flag rank. He retired as a vice admiral on August 1, 1980.

Admiral J. Paul Reason became the Navy's first African American four-star admiral on November 15, 1996. He served as commander of the Atlantic Fleet from December 1996 to October 1999 and retired in November 1999.

Rear Adm. Lillian E. Fishburne became the first African American woman Navy flag officer in February 1998. Her most recent assignment was deputy director and fleet liaison, Information Space Warfare Command and Control at the Pentagon. She's scheduled to retire in February 2001.

The Navy now boasts six male and one female African American admirals and 116 male captains and 22 female captains. On the enlisted side, there are 268 male and 15 female African American master chiefs.

Up and coming African American Naval officers include Vice Adm. Edward Moore Jr., commander of the naval surface forces in the Pacific; Rear Adm. David L. Brewer, deputy chief of naval education and training; and Rear Adm. Larry L. Poe, a defense attache in France.

TOC from Page 8

deliverable are viewed as a project.

What's a constraint?

A constraint is anything that limits achieving a higher performance relative to a goal. There are three types of constraints: physical, policy and paradigm.

What technology tool is needed to implement this?

TOC uses stand-alone workflow scheduling software.

How are constraints identified?

A common sense clue to a physical constraint is to identify where you have large pile ups of inventory before a process or work station. A key method involves using product line personnel to help identify constraints.

Where is this being implemented?

The TOC concept is being proven on the MK48 product line at both logistics base maintenance centers. Maintenance Center Barstow is the first participant in the MK48 pilot program. Maintenance Center Albany starts training and execution sometime in late February.

Where else is Theory of Constraints being used?

Large and small commercial and non-commercial organizations use

TOC. Most recently, the Naval Aviation Depot, Cherry Point, N.C., implemented TOC on their CH-46 helicopter line. NADEP throughput increased 30 percent in 15 months.

What metrics (measurements) are used with this process?

In TOC the dilemma of managing both costs and throughput is handled by using the same set of metrics to make both global and local decisions. Each organization customizes the metrics for their needs.

Where and when will the impact of TOC be seen?

The results of implementing TOC on a product line are seen in increased throughput. Depending on the length of the entire process, positive results are typically measured within a couple of months.

Why is throughput the most important area to pay attention to?

Throughput is the rate at which a system generates "goal units" (in for-profit organizations that is money) through completed "sales" to the organization's customers. According to Goldratt, the opportunities to achieve the organization's goal by increasing throughput are unlimited.

How will TOC be used here?

The TOC concept will be proven on the MK48 (LVS power unit). Given that each MK48 has different repair

issues and requirements, the Critical Chain methodology is most relevant in achieving the organization's goal.

What are some other information sources about TOC?

"The Goal" and "Critical Chain," both by Eli Goldratt, are stories that describe the TOC approach and the use of key processes to make improvements.

Why is this being done?

TOC improves readiness by accelerating throughput and decreasing customer wait time. This is a MATCOM proof-of-concept initiative prior to implementing TOC throughout the MATCOM enterprise structure.

Does improving throughput jeopardize jobs?

Absolutely not! Successful TOC implementation improves job security by attracting an increase in requirements.

Where did TOC come from?

Dr. Eliyahu M. Goldratt, an Israeli physicist, developed TOC. Goldratt has worked with TOC principles since the 1970s. It has expanded beyond its original focus on production to other functional areas. The Avraham Y. Goldratt Institute (named after his father) is the largest worldwide educational source of TOC and provides information and training on all aspects and applications for organization improvement.

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leak with a faulty backup system. The previous accidents have not been tied directly to the tilt-rotor mechanism. From a pilot's viewpoint, I found the Osprey relatively easy to fly for a fixed-wing pilot, and there should be an easier transition for helicopter pilots.

However, I would not venture to speculate on the workload for a pilot flying the MV-22 with night-vision goggles on a nap-of-the-earth mission.

The Osprey, although costly, does meet the requirements of the Marine Corps, and the Air Force's

Special Forces. It has the range, speed, payload and survivability the services say they need. The alternative of extending the aging CH-46s or CH-53s in service is not an attractive or a safe one. An alternative could be the Sikorsky S-92, which can carry about the same number of troops, but would still have the speed and range limitations of a helicopter.

Still, the lack of good alternatives to an existing aircraft is no reason to

let the Osprey off the hook easily. The planned initial operational capability, already sliding from its target of the first quarter of 2001, should be set for the end of this year. Those Ospreys now under construction should be sent to the training squadron, and increased funding should be made available for a full flying schedule. The

lengthened training period would give both pilots and maintenance technicians more time to prepare for operational use. The funding already planned to help meet reliability goals set during the operational test and evaluation period should be accelerated.

However, the real test is whether the reliability of the MV-22 can be increased sufficiently so Marine and Air Force personnel will have confidence to ride in the back for training or combat missions. If it cannot pass this test, the Osprey should never enter operational service. This final evaluation needs to be administered with all of the available data and findings of the blue-ribbon panel investigating the program, not by emotions.

"This final evaluation needs to be administered with all of the available data and findings of the blue-ribbon panel investigating the program, not by emotions."

— David M. North

SPORTS

SPORTS SHORTS

Down the path of “MOST” resistance

First Place pulled out a squeaker 50-49 over the Hoyas in one of the best games all year.

Mike Santos led the Hoyas with 16 points, but fouled out in the final minutes leaving Hoyas without their biggest scoring threat when they needed him most.

Keflin Brown led First Place with 14 points.

The score was 34-28 in favor of First Place at halftime. The Hoyas pushed their way right back in it, and it was a see-saw battle for the rest of the game. The Hoyas fouled to stop the clock, and First Place missed the ensuing free throw. The Hoyas gathered the rebound and called timeout.

With four seconds left, the Hoyas inbounded the ball and ran the length of the court, but couldn't get the shot off before the horn sounded, leaving the Hoyas one point shy of knocking off First Place. So far, First Place is living up to their name.

Like stealing candy from a baby

Comm whipped on FSC 73-40 February 7 in intramural basketball action.

Audie Carson scored 31 points leading Comm to an easy victory. He scored 22 in the first half. Floyd Little racked up 20 for Comm scoring 18 from six three-pointers in the second half. Comm basically ran the weaker team off of the court. The score was 34-17 at the half.

See **SHORTS** Page 13

First Place holds on after Fire alarm

By LCpl. Joshua Barnhardt

BARSTOW LOG staff

First Place staved off an upset as they hit a late shot to edge upstart Fire 44-42 in intramural basketball Monday night.

Mark Jones of First Place hit a shot from the top of the key with less than 10 seconds left to break the tie and put First Place up for good.

Fire surprised everybody by coming out and hanging in with First Place. Craig Posey let the crowd know Fire was ready to play in the first couple of minutes when he scored the first four points and had a blocked shot.

First Place got the lead back at 13-10 when Posey had a steal in the backcourt and threw down a dunk to put Fire right back in the game.

First Place regrouped and started to pull away at the end of the first half. Posey committed an intentional foul in the final minute giving First Place a 24-19 halftime lead.

First place extended their lead at the start of the second half to 29-22 and the crowd sensed that they would pull away from Fire.

Fire however had other plans. Fire went on an 11-4 run to tie the game at 33-33.

See **FIRST** Page 13



Photo by LCpl. Joshua Barnhardt

Anthony Blesdsoe gets harassed by First Place as he tries to put up two of his 15 points. He was a big reason why Fire stayed in the game, but First Place proved to have too many weapons for Fire to handle.

Clinic holds off Comm in shocking overtime upset

By LCpl. Joshua Barnhardt

BARSTOW LOG staff

The Clinic prevailed in overtime in a shocker against Comm 54-47 Monday night in intramural action.

Comm was missing their three top scorers for the game, and they could never get a viable offense started.

Clinic was poised to take the game from the start, when they jumped out to an early 10-point lead.

Comm called timeout to regroup and made a comeback, drawing within two of Clinic with four minutes left in the first half.

Clinic took the points right back extending to a 25-15 lead at the break.

Comm made full use of halftime and came

out roaring in the second half. Comm took a two-point lead halfway through the last frame.

Clinic did not back down from the challenge and stayed with Comm until the final two minutes.

Comm managed to build a five-point lead when Elmon Krupnik for Clinic decided to take over the game.

A Clinic player missed a shot that went right in the hands of Krupnik who was waiting on the boards, and Krupnik put in the easy two points to bring the lead within three.

The very next trip down the floor, Krupnik spotted up for three and drew nothing but nylon to tie the game and send it into overtime.

In the extra frame, Comm's lack of depth showed as the Clinic pushed out to an early lead. Comm never caught up and Clinic cruised to the 54-47 final.

at 42-42.

Fire turned the ball over once more and that is when Mark Jones came up big with his game winner. He hit his shot with eight seconds left.

Sydney Collins led First Place with 14 points, while Anthony Bledsoe scored 15 to lead Fire.

FIRST from Page 12

After trading baskets, Fire finally took the lead again at 38-37 on a lay-in by Posey.

Fire was up 40-37 when First Place made their move. They got within one at 42-41 on a lay-up. First Place stole the inbound pass and was fouled. First Place hit one out of two free throws to tie the game

SHORTS from Page 12

Comm looked like the long-range bombers, scoring 17 three's for a total of 51 points.

FSC continues to lose and are cellar-dwellers as the season rolls on.

Defensive Struggle?

The Officers outlasted Headquarters 31-27 in what Sean Dugan of the Officers repeatedly described as a "defensive struggle."

Turnover City is what it really was.

Neither team could hold on to the ball, treating the orange like it was a hot potato.

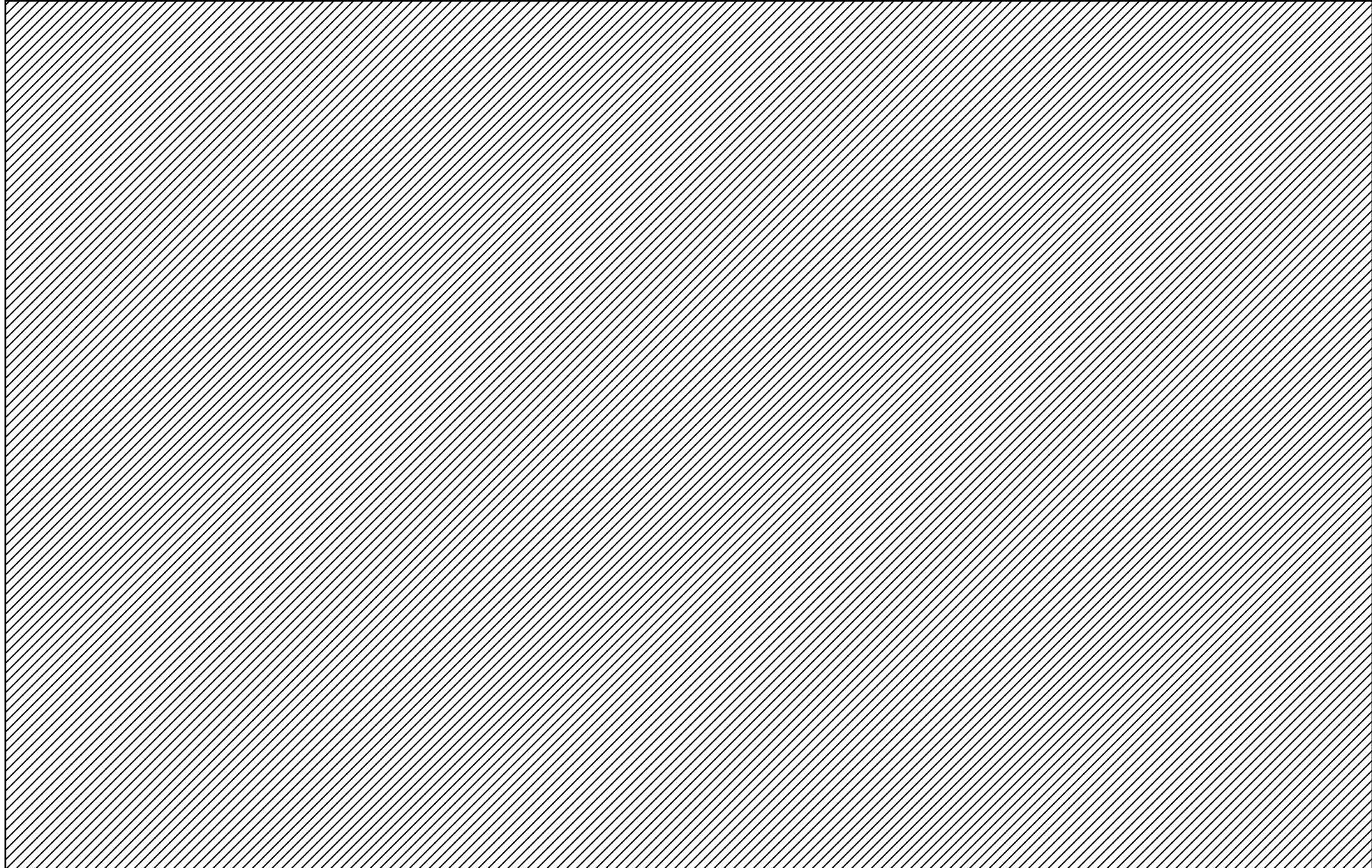
LeRoy Fearon, the space eater for the Officers, led the team with 10 points. He clogged up the middle on defense and also had some key rebounds and put-backs for the Officers.

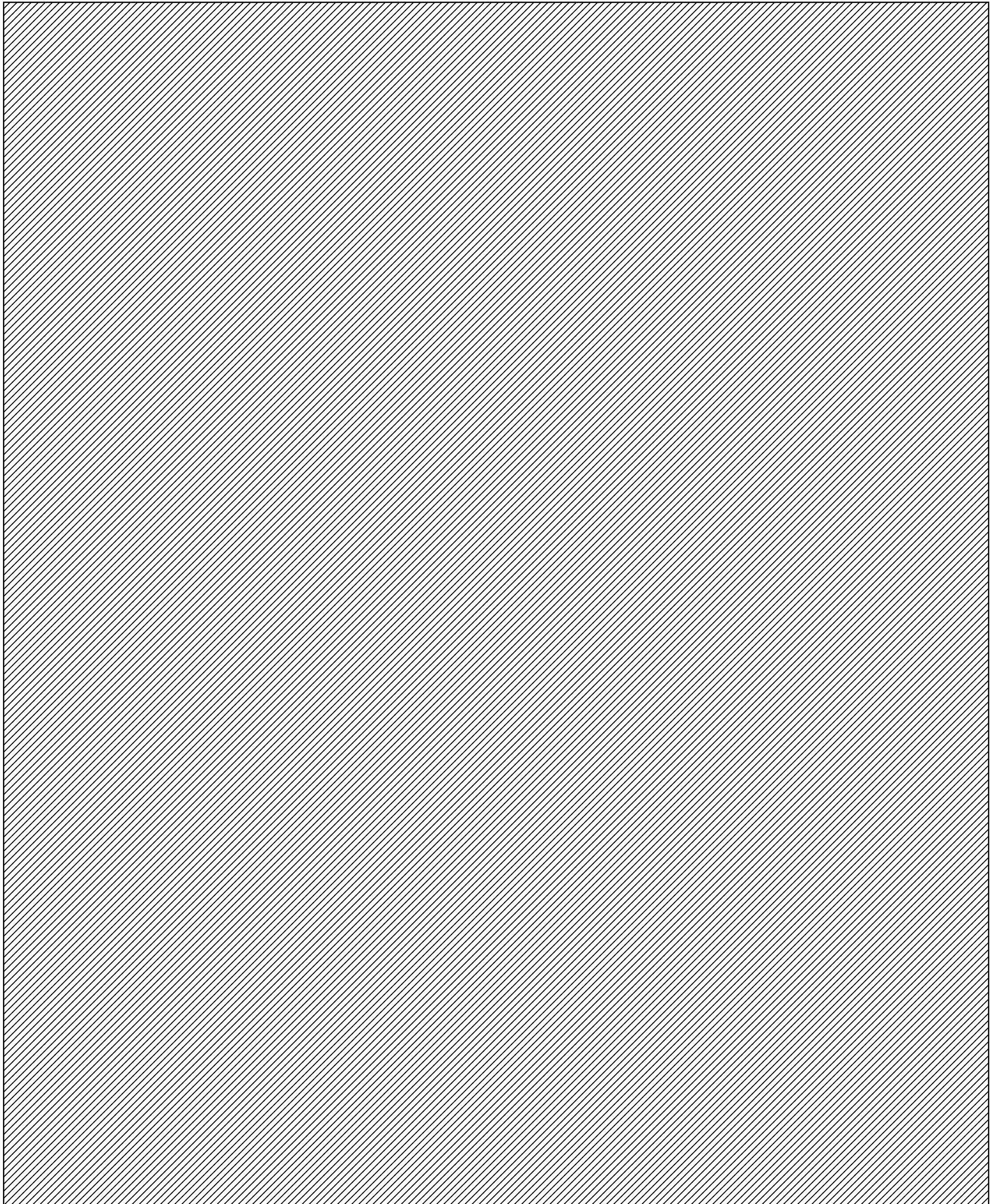
Johnny Garcia led Headquarters with 11 points. The Staff Judge Advocate Office carried Headquarters with Garcia and Patrick Snyder leading the way.

Headquarters continued their woeful ways as they slipped further in the standings.

Off the Backboard

<u>Team</u>	<u>Wins</u>	<u>Losses</u>
First Place	4	0
Comm	4	1
PMO	3	2
Hoyas	2	2
Officers	2	2
Clinic	2	3
Fire	1	3
HQ	1	3
FSC	0	3





Please submit all Trader Ads to editor@barstow.usmc.mil.

1998 PLYMOUTH NEON: Black, 2 door, 2 year warranty, very low mileage, asking \$10,000 or take over payments of \$225 per month. Call 245-9214 or 985-9280/9281. Must sell.

1989 DODGE CONVERSION VAN: White /raspberry, looks great w/four capital chairs, fold-up bed, color TV built-in and shady color blinds, need to see to appreciate. Call 245-9214 or 985-9280/9281. Must sell.

1988 FORD ESCORT GT: White, 2 door, standard transmission, \$1,000 firm. Call 256-0986 or 252-1311.

MISCELLANEOUS: Saber saw, \$15; drill, \$15; circular saw, \$15; video camera, \$250; antique bedroom set \$3,000; antique dining room set, \$3,000. Call 252-3510.

MISCELLANEOUS: Used wheel chair has three wheels and new batteries, Shop Rider model Sun Runner, New \$2,535. Asking \$1,500 OBO. Call 252-3510.

MISCELLANEOUS: Nokia mobile phone with battery and case, \$50. Call 242-8839.

MISCELLANEOUS: Ford 2.3 L Pinto cylinder head, cleaned and checked for cracks, bare, \$100; fresh 10/10 crank, \$75; 454 cast crank 10/10, \$125. Call 243-1392.

MISCELLANEOUS: Chevy power steering box for '68-'79 4x4, \$150; 3:08 Posi for 12-bolt 4x4, \$125; $\frac{1}{2}$ -ton air hoist, \$50; 220V pool jet pump, \$75. Call 243-1392.

MISCELLANEOUS: New and used auto glass, factory Ford rear sliding window F150-F350, standard and super duty cab 1997-2000. Call 253-1942 after 6 p.m.

MISCELLANEOUS: Leer camper shell, white, for small pick-up (Toyota, etc), w/carpet kit, light blue, mounting clamps, window seal, sliding side windows with screens, stepped-up rear w/full glass lift-gate and new openers, \$275. Call 253-4242 or e-mail ndlssummer@iname.com.

MISCELLANEOUS: Pro NordicTrack, xlt condition, \$225. Call 253-4242 or e-mail ndlssummer@iname.com

MISCELLANEOUS: Army Blue Mess Jacket, marlowe white and Army Blue, Armor/Cavalry branch, size 42, all accessories for Blue Mess including shoulder knaps, ties, buttons, cummerbund, suspenders, old style trefoils, and bouillon Armor insignia, also field grade hat, 7-1/8. Call 253-4242 or e-mail ndlssummer@iname.com.

MISCELLANEOUS: Pipe and lumber rack for full-size pick-up, \$200 OBO. Call 252-2815.

MISCELLANEOUS: Lib Tech Snowboard, Jaime Lynn, 151Z series, w/Burton custom freestyle binding, used two seasons, all for \$400 OBO; Burton freestyle boots, size 9, \$80 OBO. Call 948-0741.

MISCELLANEOUS: New Sanyo AM/FM/CD/cassette boom box, \$60; steel workbench, \$50; KORG electronic piano, 88 keys w/carrying case \$900; easy chairs, large, Oak, \$50 each; computer desk, \$30. Call 252-7789.

MISCELLANEOUS: Girl's Lil' Tikes Cottage-style twin-size bed and mattress, xlt cond., bed head has cottage-style roof, and a window to store dolls, etc. must see, \$150; Alpine stepper, very good condition, make offer. Call 253-2677 after 5 p.m.

MISCELLANEOUS: Swivel rocker-recliner, \$125; microwave cart, \$100; double papasan w/ottoman, \$100; hand-carved wood coffee table, \$100. Call 254-2295. Lv msg.

MISCELLANEOUS: Aesthetic waxing right here on MCLB Barstow, great rates, convenient appointments. Call today 252-8666.

MISCELLANEOUS: Snow chains, two sets, never used, one set fits most 14" tires, the other set fits most 15" tires, \$10 each. Call 252-2195 AWH.

BRIEFS from Page 3

for others within students ages 7 to 19.

Health and Wellness Classes at base gym

There is a class scheduled for February 26 on cholesterol and nutrition. The class is designed to learn what foods to include in your diet to manage and lower your cholesterol levels. All classes at the base gym are open to all active duty military, retirees, family members, MCLB wellness members, and DoD civilians.

Camp Lejeune Health Survey

The Public Health Service Agency for Toxic Substances and Disease Registry is conducting a health survey about children born or conceived while living in Camp Lejeune base housing between 1968 and 1985.

MONEY from Page 1

prayers for the nine people missing since February 9 when a U.S. submarine surfaced under a Japanese fishing vessel off Hawaii and sank it. He called for a moment of silence for "... those missing, their families and our friends, the people of Japan."

In his first visit to a military base since taking office January 20, Bush also visited a single-soldier barracks unit and had lunch with soldiers in one of the post's military dining facilities.

The president's Georgia visit kicks off three days of visits with Defense Secretary Donald Rumsfeld to military bases to explain some of his national security policies. February 13 he is scheduled to visit Joint Forces Command in Norfolk, Va., and, on Valentine's Day, the two will visit National Guard and reserve troops in Charleston, W.V.

Maj. Gen. Walter L. Sharp, 3rd Division commander, told Bush he couldn't think of "a better place to see what soldiers and their families are doing in the Army today."

The president agreed. "You've been called the most highly trained and rapidly deployable mechanized force in the world," he told the soldiers. "That is high praise, and you have earned it."

Throughout the presidential campaign, Bush promised to take a hard look at increasing amounts of military deployments.

Much of the manpower from those deployments comes from 3rd Division, he said.

Bush noted many division soldiers are currently deployed to Bosnia and still more will replace them in March. In addition to the current and upcoming Bosnia missions, Fort Stewart soldiers are currently training for a May deployment to Kosovo as well.

"You volunteered for this job. You decided to serve a cause greater than yourself," Bush told the troops. "I'm proud to lead you, and I'm committed to serve you."

The survey focuses on compounds often used in dry cleaning and degreasers that may have existed in the Camp Lejeune Water Distribution System during those years.

The survey will help the center complete a scientific research study about the effects of exposure of these substances on unborn children.

The center encourages everyone eli-

gible to participate in the survey, regardless of whether or not your child has exhibited any adverse health problems.

To participate in the survey call (877) 261-9782, or for more information, call 1-800-639-4270. You can also find information on the Internet at <http://www.lejeune.usmc.mil/water/watersurvey.htm>.

BETTER from Page 2

All the Marines I've spoken to in our MARFORPAC commands, make it clear to me that they will continue to adapt, overcome and accomplish the mission no matter what.

Marines never cease to amaze me with their ingenuity. I believe that if a Marine was handed a plastic spoon

and told that's his sole weapon for combat, that he would somehow figure a way to make that plastic spoon the most lethal weapon on the battlefield; short of a tactical nuke.

Keep charging to the front Marines and thanks again for all you do to make our Corps the most feared and respected gun club ever.

Semper Fi.