

DEFENSE LOGISTICS AGENCY

JULY – AUGUST 2012

LOGGLINES



DEFENSE LOGISTICS AGENCY

Europe & Africa



from the **DIRECTOR**

Navy Vice Adm. Mark D. Harnitchek, SC, USN Director, Defense Logistics Agency

One of my enduring messages when I talk to people outside of the agency is, “This is not your father’s DLA,” like the old saying, “not your father’s Oldsmobile.” I’ve been a customer of DLA my entire Navy career, and we’re doing things today I don’t think anyone believed would be possible 30 years ago, or even several years ago. You are truly making history.

Today, wherever the military services are located, you’ll find DLA employees — military and civilians — working side-by-side with warfighters ensuring they have the best possible logistics support. And

we continue looking for ways to make our support even better, and at less cost to the warfighter and American taxpayers.

As I travel to our sites around the world, I’m continually amazed by the great work DLA employees are doing. From the gargantuan task the DLA Disposition Services team undertook as we brought our forces home from Iraq and the support our DLA Energy and Troop Support teams continue to provide to the State Department, to the tremendous amount of food and fuel we’ve been able to pour into Afghanistan to supply our forces despite the closure of ground transportation routes through Pakistan in November, we haven’t missed a beat.

This issue of Loglines focuses on DLA’s support to U.S. European Command and U.S. Africa Command. DLA Europe & Africa serves as our face to the combatant commanders in those two theaters. DLA

Disposition Services Europe & Africa works with the State Department to get excess property into the hands of those who need it in Eastern Europe. In Djibouti, we’ve provided disposition services for U.S. forces participating in training and partnership missions throughout Africa. And DLA Distribution Europe & Africa is consolidating its facilities at the Germersheim Army Depot into the new Logistics Distribution Center Europe, a “green” facility that will reduce the organization’s footprint from 22 buildings to nine. The work we’re doing on these two continents — in both traditional and austere environments — is vital to DLA’s continued commitment to providing effective, efficient warfighter support.

Moving forward, we’ll continue to challenge ourselves as an agency — continually raising the bar on innovative ideas to provide the critical logistics support our warfighters have come to expect from us for more than 50 years. When faced with a task, no matter how daunting, Team DLA proves there is nothing we can’t do. 🌟

LOGLINES

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DEFENSE LOGISTICS AGENCY *Europe & Africa*

Story by Beth Reece

When U.S. Army Europe's 21st Theater Sustainment Command needed help housing about 100 troops at a remote site in Turkey, Steve Soisson gave them three options to choose from. One: order tents already on the shelves at nearby Defense Logistics Agency Distribution Europe, in Germersheim, Germany. Two: pull from internal Army stocks back in the United States. Or three: use Air Force assets sitting unused in Luxembourg.

Soisson could have stopped at number one. But as a warfighter support representative who's worked for DLA since 1992, he's acquired a broad range of experience that enables him to present customers with numerous logistics solutions.

"Those other options were completely outside of DLA, but having worked with the Air Force in another DLA job, I knew they had something that's basically a '[forward operating base] in a box.' It's everything you need to set up a forward operating base, complete with housing, showers and even a dining facility. So I hooked them up with the right people over at Ramstein [Air Base]," he said.

The 21st TSC ended up using Army-owned property, but Soisson said a loss of logistics expertise within the military services has caused DLA's customers to rely on knowledge within the agency now more than ever.

"People come to DLA because they know we know logistics inside and out. With all the rotations and deployments, military members [often aren't] in a job long enough to become an expert," he said. "They need us."

Headquartered at Kaiserslautern, Germany, Defense Logistics Agency Europe & Africa has about 800 personnel serving customers in 50 countries. From food and fuel needed during training exercises in Africa and Europe to repair parts needed to refurbish equipment returning from Afghanistan, DLA personnel provide face-to-face assistance every day.

"We want our customers to think of DLA as part of their team. In fact, we attend all of their logistics planning and operations meetings to help them identify logistics requirements," DLA Europe & Africa Deputy Commander Adriaan Adendorff said.

Warfighter support reps and liaison



officers are co-located with U.S. European Command, U.S. Africa Command and each service component. While customers view them as experts on all the commodities and services DLA provides, representatives from DLA Energy and DLA Troop Support are also available in Kaiserslautern to



Marine Corps Cpl. Michael Augusto

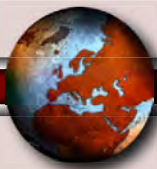
help with commodity-specific support when necessary.

A big chunk of DLA's business in Afghanistan and Iraq also originates in DLA Europe & Africa. Most of the fuel provided to the Department of State in Iraq is sourced from DLA Energy contracts and inspected by members of DLA Energy

Europe & Africa. And employees from DLA Troop Support Europe & Africa are often deployed to places like Uzbekistan, establishing contracts for local procurement of food for dining facilities in Afghanistan.

"One of our biggest successes is the continued support of [U.S. Central Command] even though the ground lines

Marines with Air Delivery Platoon, 2nd Marine Logistics Group Forward, prepare to load supplies from DLA Distribution Europe onto a C-130 Hercules aircraft for delivery to Camp Bastion, Afghanistan.



of communication through Pakistan have been closed,” Adendorff said. “We had an initial reduction in the days of supply on the ground, but now, with the GLOC still closed, we’ve managed to build the days of supply back up to what it was before the closure.”

When supply routes through Pakistan closed in November 2011, DLA Distribution employees in Germany were already working with USCENTCOM, USEUCOM and their counterparts at DLA Distribution Headquarters in Susquehanna, Pa., to find an alternate truck route. It’s commonly referred to as the “Europe to Afghanistan (E2A) route.”

“We used to go from here to Iraq by ground, so we took that same concept and put trucks on the road directly to Afghanistan. Right now, it’s about a 55-day transit time, sometimes as low as 40 in

the summer and [as high as] 90 in the winter,” DLA Distribution Europe Deputy Commander Brian Burkholder said.

The route from Europe takes 43 days less than moving material in through the Northern Distribution Network, added Army Lt. Col. Robert Abbott, chief of DLA Europe & Africa’s Joint Logistics Operations Center.

DLA Europe & Africa will also play a role in the return of material as U.S. forces leave Afghanistan. The Army Field Support Battalion–Italy, part of the 405th Army Field Support Brigade, in Livorno, Italy, is expected to receive more than 4,000 Mine Resistant Ambush Protected vehicles that need refurbishing, so DLA representatives at DLA Distribution Europe and the DLA Disposition Services site in Sigonella, Italy, are preparing to meet the demand for repair parts, Abbott said.

DLA employees have shown they are so skilled at meeting logistics needs in dangerous and remote locations that leaders are asking for more, Adendorff added. USAFRICOM leaders asked DLA Distribution early this year to take over warehouse operations at Camp Lemonnier, Djibouti, the only enduring U.S. installation in Africa.

“[DLA] Distribution did a study of the operation and determined they could reduce the number of parts stocked in Djibouti by putting them in Germersheim, Bahrain or Sigonella and still get the items there as quickly as the customer needs them,” he said. “And by reducing the footprint in Djibouti, they could also reduce contract requirements and provide savings to the customer.”

Logistics support for special operations teams in Africa accounts for a small piece of DLA’s business, Adendorff added. “But it’s a difficult mission for us to support. And if something really flared up in Africa, from fighting or terrorist efforts, it could become a large and even more difficult operation for us to support.”

Much of the difficulty stems from political and social instability, long distances, a lack of roads, and different customs regulations at the border of each of the continent’s 53 nations.

“You may have prime vendors in multiple countries in the region, but they’re still hundreds of miles away from the customer with no real infrastructure established to go from sea and air ports,” Abbott said. “It’s not like supporting customers in Europe, where we’ve been operating for a number of years and things are pretty well-defined.”

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Army Spc. Jeanita C. Pisachubbe

Soldiers unload boxes of food from a UH-60 Black Hawk helicopter at an outpost in Kunduz province, Afghanistan. The meals were provided by DLA and distributed to Soldiers at three outposts in the province who otherwise would have eaten meals, ready to eat for Christmas dinner.



The Military Sealift Command dry cargo and ammunition ship USNS Sacagawea (left) and the amphibious transport dock ship USS Mesa Verde conduct an underway replenishment in the Mediterranean Sea during Operation Unified Protector. DLA Energy provided 209 million gallons of fuel products to U.S. forces during the operation.

DLA TROOP SUPPORT

Europe & Africa

Of the \$14 billion in sales that Defense Logistics Agency Troop Support generates annually, just over a third is handled by employees assigned to DLA Troop Support Europe & Africa. While some of it goes toward supplying dining facilities throughout Europe or supporting construction projects by Navy Seabees in Africa, most of it is for food consumed by warfighters in Afghanistan.

"We went from supporting two locations in Afghanistan to having a peak of 270 delivery locations," said Al Gross, commander of DLA Troop Support Europe & Africa.

The organization has relied on prime vendors to supply and deliver subsistence since the 1990s, but this is the first time a prime vendor has ever operated entirely within a combat zone, said Tim Schmidt, DLA Troop Support's team lead for customer support in Afghanistan.

"It's completely different from food support in Iraq, where everything was formed outside the combat area and escorted in by military

vehicles. In Afghanistan, everything comes in via shipments to the prime vendor's facilities, which are located within the combat zone, and they're then distributed out using a combination of road and air deliveries," he said.

To feed troops in remote areas in Eastern Europe and Africa, DLA Troop Support sends contracting officers out in search of local vendors with quality products that are willing to do business with DLA.

"In Kosovo, for example, a lot of folks wanted us to buy local bread, water, etc. It just makes good business sense to use a vendor right around the corner instead of shipping it all the way from Germany. Money is part of it, but if you ship fresh bread from Germany, for example, it's not going to keep for more than four to six days," Gross said.

Contracting officers have completed market research with 13 possible new vendors in six countries in the past two and a half years. It is a labor-intensive process that requires working

with U.S. embassies and economic advisers and involves quality and sanitation checks of prospective vendors' facilities.

"In a lot of these places, especially Africa, you can't just walk in and say, 'I want to see your operation.' You have to give them advance notification, tell them what you want to do, get a translator, get a driver who can read the road signs if there even are roads, and maybe even an escort from the consulate," Gross said.

Supporting contingency operations can also be a challenge for DLA Troop Support. During operations Odyssey Dawn and Unified Protector in Libya, for example, the organization went from supporting one ship in the Mediterranean Sea to 28.

"They all came overnight, and they all wanted food. The prime vendor down there was used to supporting just a few dining facilities and one ship, so we had to arrange massive airlifts to fly food in," Gross added.

But like DLA activities around the world, Gross said, his organization is staffed by dedicated people, many of them prior military members.

"A lot of our civilian employees have been where the customer is at. They've sat in their chairs, crashed in their foxholes, and they know what it's like out there. So our people are here to do whatever it takes to support them," he added.

— Beth Reece



— continued from page 4

With customers in so many places looking to DLA as their logistics provider, DLA Europe & Africa Commander Army Col. Joseph Ladner has made unifying the various components of DLA in Europe his priority. He hosts biweekly meetings in which leaders of each primary-level field activity share information on operations in their specific areas.

“Most of our customers don’t know the inner workings of DLA and all of the support that DLA brings to the table. They may approach a DLA Troop Support planner and talk about energy or disposition, so it’s incumbent upon everyone to not just be technical in their own field, but to also have an overall understanding of what we’re doing here and what capabilities exist across the enterprise,” Ladner said.

He is also focused on making sure the services DLA provides continue to adequately meet customers’ needs after the war in Afghanistan ends and the drawdown in Europe is complete. As the services become more involved in expeditionary missions, he said, he expects the agency will need to become more flexible.

“Our operating environment is changing, and as it changes, it may become prudent for us to do more local procurement with blanket purchase agreements that include indefinite delivery times and locations,” Ladner said. “I don’t think we’re going to continue to have big requirements that can be supported by long-term contracts, so we need to become flexible with our business model.”

Combatant command and service component leaders in Europe and Africa are clearly voicing their need for DLA in the future, Adendorff added.

“We’re hearing the same message from all of them, and that is that they need us to fill their logistics expertise gaps,” he said. “We need you to continue to fill those voids that we have and will continue to have in the future,” they say.” ✪



Air Force Tech. Sgt. Sean M. Worrell

Marines with the 4th Artillery Battalion load a round into an M777 155 mm Howitzer at Camp Draa near TanTan, Morocco, during Exercise African Lion. DLA Europe & Africa employees provide continual logistics support to exercises in Africa that are designed to promote interoperability and mutual understanding of each nation’s military tactics, techniques and procedures.

DLA Distribution *Europe*

Story and Photos by Beth Reece

Dozens of boxes in various weights and sizes are piled on the floor when Dustin McDonald and Brandon Cain show up for the day shift at Defense Logistics Agency Distribution Europe. It's the same every day, and each man knows where to start. McDonald stretches a tape measure across several boxes and calculates which ones fit best on the bottom of an air pallet, while Cain presses down on the lids to see which ones aren't quite full.

"Sometimes we can get a lot more stuff on a pallet by cutting the boxes down to a smaller size or by combining boxes. It could make all the difference between something the troops really need going out today or staying another day, so we do what we can to make everything possible fit," Cain said.

Work at the Germersheim, Germany, distribution center is relentless. Whether material handlers are picking items off the shelves for customers' orders or forklift operators are replenishing stock for any of the 41,000 line items kept on hand there, day and night crews rush to keep up with demands of customers in Europe, Africa and Afghanistan.

"You'd think our mission would have dropped some as the number of forces in Europe reduced, but we've also become

Brandon Cain loads supplies destined for Afghanistan onto an air pallet at DLA Distribution Europe in Germersheim, Germany.





“The process is so good that units in Afghanistan that issue material from their stock can’t get it there faster than we can.”

— Army Lt. Col. Andre Baldanza

a significant player for U.S. Central Command,” said Army Lt. Col. Andre Baldanza, DLA Distribution Europe commander. “We’re now a primary hub for getting supplies into Afghanistan. And while the demand for construction materials there has pretty much died down, the demand for everything else has gone up.”

The DLA Distribution Europe team packs enough material for 37 truck deliveries direct from Germersheim to Afghanistan and an average of 100 containers on the Northern Distribution Network each week, as well as 50 to 60 air pallets destined for forward operating bases and combat outposts.

“If the material is going to a location on the top of a mountain in the middle of Afghanistan, we build that pallet ‘pure’ so it only contains what that particular customer needs. It then goes to Ramstein Air Base on a truck, gets put on a plane to Afghanistan that ends up at the customer’s location, all in 8.1 days. The process is so good that units in Afghanistan that issue material from their stock can’t get it there faster than we can,” Baldanza said.

Support for customers conducting humanitarian aid and counterterrorism training in Africa has also grown, he added. With more than 50 nations and different customs requirements at each border, delivering supplies throughout the continent is difficult. But DLA Distribution Europe fills containers of basic items such as food, water for exercise support, and various classes of supply in support of counterterrorism, then arranges

New cabinets with various-sized compartments will improve storage capacity at the new Logistics Distribution Center Europe, which is expected to open in September.

shipment so they arrive at customers’ destination just before operations kick off.

Baldanza’s staff also stores uniforms, radio equipment and other gear that special operations forces issue to African military forces during counterterrorism training.

“Otherwise they would have to go out and rent a building to store the material and hire people to manage it,” he said. “It’s really not a whole lot of material, but it does impact their mission significantly.”

Army customers throughout Europe have also come to depend on the organization through the serviceable-excess program. The program allows Army units to send usable, excess material to Germersheim, where it is added to the Distribution Standard System and stored until another Army customer anywhere in the world needs it. About 13,000 national-stock-numbered items, all still Army-owned, are included in the program.

“It’s become a big business for us and is a great value for the Army,” DLA Distribution Europe Deputy Commander Brian Burkholder said. “Some customers have even said they’re disposing of a lot less material because of the program.”

DLA Distribution Europe’s assumption of DLA Distribution Mapping Europe operations is yet another example of how DLA employees are working to provide seamless support to customers, he added. The move shifts an additional 18,000 national-stock-numbered items to DLA Distribution Europe’s inventory.

“Before, mapping was a separate eight-hour-a-day, five-day-a-week operation with its own infrastructure and personnel. By incorporating it into our command and control, we’re able to provide service 24





Andrea Lener, a material handler for DLA Distribution Europe's Issue Division, collects items for customers' orders.

hours a day, six days a week with better utilization of personnel, facilities and equipment," Burkholder said.

Warfighters' needs shape most of its mission, but DLA Distribution Europe also supports other federal agencies, such as the U.S. Agency for International Development. Following the magnitude 7.2 earthquake that rocked eastern Turkey in October 2011, the team scrambled to provide cots, sleeping bags, hygiene kits and other relief supplies. Within 12 hours of the request, eight trucks were loaded and at Ramstein ready for movement.

"We got the call at 5:30 p.m. on a Friday, but they were dedicated to supporting the mission. I was absolutely in awe of what these guys were able to accomplish," Baldanza said.

Even teachers working for any of the 84 schools run throughout Europe by the Department of Defense Education Activity get routine deliveries from DLA Distribution Europe. Material used to be received and then stored in Germersheim until there was enough to justify paying for a truck to move it. But now, distribution process workers simply load

the material onto trucks that run daily deliveries to the same communities.

Somewhere in the daily workflow, members of the Issue and Inventory divisions are also moving stock into the Logistics Distribution Center Europe, a new \$38 million facility expected to open in September. The move will take DLA Distribution Europe from 22 buildings to just nine. The smaller footprint includes several enhanced features that will improve operations, Burkholder said.

"We just took a common-sense approach with the team's learning and understanding so that we'll have fewer limitations in the new facility and just the right mix of automation and human touch. In the walk-and-pick area, for example,



The new Logistics Distribution Center Europe will feature energy-efficient amenities including skylights, solar panels and heat-ambient floors that are warmed by hot water flowing through tubes in the concrete.



we're switching to manual push carts. The automated stock selectors used now only allow one person to pick material from a row, but we'll be able to put as many folks on a row as we need in the facility," Burkholder said.

Charles Crumb, chief of the Issue Division, said a smaller footprint also means his 70 employees can work faster because they won't have to travel as far to get material from the shelves to the proper shipping area.

Storage capacity was another issue needing improvement. Instead of storing items in the same size bins regardless of how small an item may be, new cabinets with various-sized compartments will be used, Crumb said.

"Not only is it more efficient, it will give us a lot more storage density," he said.

Built by the Army Corps of Engineers, the building is also being touted as one of the Defense Department's "greenest" facilities. Its energy-efficient amenities include skylights, solar panels and heat-ambient floors that are warmed by hot water flowing through tubes in the concrete.

Baldanza said the building is a model of what can be done elsewhere.

"We took all that we've learned with our current operation and combined it with current industry standards, but what we don't know is what additional benefits we're going to find once we get in there," he said. "We're going to learn how to do business even better than we do it now, and we'll continue to get better as time goes on. That's exciting news for DLA Distribution and a great bonus to our customers." 🍀

Dustin McDonald measures a box to determine how it will fit on an air pallet that will be driven to Ramstein Air Base, Germany, and flown to warfighters in Afghanistan.





DLA Energy

Europe & Africa

Story and Photos by Beth Reece

Whether they're checking the quality of fuel at a refinery in Greece or inspecting a vendor in one of the most poverty-stricken countries in Africa, quality assurance representatives working for Defense Logistics Agency Energy Europe & Africa expect to get their hands dirty.

"They're the ones out there accepting fuel and pulling samples to make sure it meets specifications. And often, they're working in intense heat or cold, with heavy stress and a heavy workload," said Lanny Collums, a supervisory quality assurance specialist who leads about half of the 20 quality assurance representatives assigned throughout Europe and Africa.

More than 770 million gallons of fuel were issued to customers in Europe, Africa, Iraq and Turkey in fiscal 2011, primarily at 60 defense fuel support points, and 87 into-plane and 25 bunker locations. The largest consumer was Ramstein Air Base, Germany, which is a major hub for supplies going into Afghanistan.

In that time frame, DLA Energy Europe & Africa supported about 70 exercises and operations with everything from jet fuel to various grades of ground products, and even helium for Army

DLA Energy quality assurance specialist Axel Spear prepares fuel for testing at the fuel lab in Kaiserslautern, Germany. The lab is the only one of its kind in Europe.



“The reality is, these days we’re being asked to support the warfighter in more remote locations, far from established bases, in areas with little to no infrastructure.”

— Chuck Gross



aerostats that provide surveillance, said Air Force Capt. Carissa Deeney, operations officer.

DLA Energy Europe & Africa Deputy Director Chuck Gross said increasing military operations in austere locations in Africa and Turkey and declining resources are daily challenges for his 85-member team.

“The reality is, these days we’re being asked to support the warfighter in more remote locations, far from established bases, in areas with little to no infrastructure. That also means finding and dealing with new suppliers and working with government agencies to resolve complicated customs regulations and tax issues that aren’t an issue in the

U.S. and Western Europe,” he said.

Liaison officers partner with the logistics staffs at U.S. European Command and U.S. Africa Command to help forecast customers’ need for fuel. But providing fuel for military exercises and contingency operations has become especially difficult due to the fluid nature of those operations, added Army Col. Robert Weaver, commander of DLA Energy Europe & Africa.

Contracting representatives are currently working on a blanket ordering agreement that Weaver said will enable his organization to better meet short-notice requirements for troops in Africa.

“With the blanket ordering agreement, we’ll have vendors that are already vetted, so when a requirement does come



Lanny Collums (front), a supervisory quality assurance specialist for DLA Energy Europe & Africa, checks a fuel sample at the 86th Logistics Readiness Squadron with Air Force Staff Sgt. Philip Scott and Senior Airman Michael Mandelbaum.

(Left) Tests at the DLA Energy Fuel Lab in Kaiserslautern, Germany, ensure the fuel used by military customers throughout Europe and Africa meets military specifications.



Air Force Chief Master Sgt. Howard Heisey, 86th Logistics Readiness Squadron fuels manager, discusses fuel quality with Lanny Collums, a supervisory quality assurance specialist for DLA Energy Europe & Africa.

up, the solicitation process will be faster,” he said.

Depending on the quantity of fuel needed and the duration of the requirement, DLA Energy Europe & Africa can also turn to local purchase agreements, direct-delivery contracts and one-time spot buys, Deeney added.

When U.S. forces launched Operation Odyssey Dawn with airstrikes in Libya in March 2011 on short notice, energy experts in Europe scrambled to cover a 125 percent increase in jet fuel consumption to the 31st Fighter Wing at Aviano Air Base, Italy, said Phillip Greene, a DLA warfighter support representative who serves customers in northern Italy and U.S. Army Africa.

The effort was renamed Operation Unified Protector on March 31, when NATO assumed command. Between then and October 2011, DLA Energy Europe & Africa provided 209 million gallons of

fuel products to U.S. forces and another 40 million to coalition partners.

The organization also arranged direct delivery of fuel from Turkey for the Department of State as it assumed responsibility for operations in Iraq. The effort meant a huge learning curve for DLA and DoS alike, said Air Force Maj. Todd McDowell, operations officer.

“Dealing with clearance requirements from newly formed organizations in the Iraqi government, reacting to detained convoys and drivers, and making sure our vendors are providing quality product on time have been a huge challenge,” he said.

DLA representatives also trained State Department officials on fuel inventory management and standard operating procedures for ordering, coordinating delivery and receiving fuel products.

In November, officials setting up a remote site in eastern Turkey requested DLA’s help to determine why fuel wasn’t

flowing properly into generators that run the system.

“The site is over an hour from the closest town, and securing fuel to run the generators and vehicles presented a big challenge, which was complicated by poor roads and severe weather,” Deeney said.

Subzero temperatures and a lack of filtration capability were keeping fuel from getting into the generators, so Army Sgt. 1st Class Juan Nieves, an operations noncommissioned officer assigned to Incirlik Air Base, Turkey, was sent to the site. Finding that the equipment had been set up wrong, Nieves helped identify equipment needs and familiarized site operators with fuel maintenance procedures.

“The difference we were able to make there and elsewhere is a testament to our team’s expertise and to their willingness to help warfighters whenever possible,” Gross said. ⚙



DLA Disposition Services

Story and Photos by Beth Reece

Ben Waller was an operations officer for 28th Transportation Battalion in Mannheim, Germany, when he and his supply staff went scrounging at the Defense Logistics Agency Disposition Services site in Kaiserslautern in 2004. The unit was headed to Iraq and desperately needed Kevlar blankets that would line the floors of their Humvees and protect passengers from roadside bombs.

“We basically just went in and walked

around until we found it,” he said. “Things are more automated now, so customers have an easier time finding material, but we were grateful to find what we needed back then.”

Waller has since retired from the Army, and in 2011, he returned to the Kaiserslautern site – not as a customer, but as its leader.

The site is just one element of DLA Disposition Services Europe & Africa. Headquartered in Kaiserslautern,

Germany, the activity operates 14 sites in six countries – Germany, Italy, Spain, Turkey, Portugal and the United Kingdom – where customers can turn in or receive excess property. While there are no DLA Disposition Services sites in Africa, the activity keeps one service member at Camp Lemonnier, Djibouti, to accept property from units that are on the continent for nation building and humanitarian assistance exercises.

Property turn-ins have steadily increased in recent years with units across Europe relocating or deactivating as part of troop reductions throughout the continent. Steve Soisson, DLA’s warfighter support representative to 21st Theater Sustainment Command, facilitated the turn-in of about 48,000 pieces of equipment belonging to 170th Infantry Brigade Combat Team. The unit recently returned to Baumholder from Afghanistan and is scheduled to deactivate by the end of summer. Some of its equipment will go to other Army units, but Soisson said much of it will end up at DLA Disposition Services for reutilization through several different programs or demilitarization and disposal.

“We’ve got several tools in place to help us take care of our customers, and our goal is to make it easy for them to get

DLA DISPOSITION SERVICES EUROPE & AFRICA

There are 14 disposition activities operating in 6 countries throughout Europe, with headquarters located in Kaiserslautern, Germany.

GERMANY Kaiserslautern Germersheim Schweinfurt Grafenwoehr Heidelberg	ITALY Vicenza Aviano Livorno Naples Sigonella
TURKEY Incirlik	SPAIN Rota
PORTUGAL Lajes	UNITED KINGDOM Molesworth
DJIBOUTI DLA maintains one service member at Camp Lemonnier, Djibouti, for equipment turn-in in Africa. There is no disposition site in Africa.	

Kaiserslautern's Centralized Demilitarization Division is the only place in the European and African theaters where U.S. military equipment is stripped of its offensive capability.

rid of excess property as we reutilize that property to the greatest extent possible," said Stephen O'Brian, deputy director of DLA Disposition Services Europe & Africa.

Like DLA Disposition Services sites throughout the world, those in Europe and Africa strive to reissue serviceable items to other military members within 423 days. Most items are photographed, and information is posted on DLA Disposition Services' website, where potential custom-

Demilitarization Coordinator Larry Tate (right) reviews item numbers for weapons parts that are about to be destroyed with the help of contracted employees.





Julio Adon identifies parts for an outdated radar system he is turning in to DLA Disposition Services for a Mannheim, Germany-based unit scheduled to deactivate this year.

ers can screen available property.

Disposal experts have several other options for reusing material that's no longer needed by military customers. Items such as government vehicles, electronics and furniture can be sold through a "usable term sale," in which local contractors agree to buy a set amount of certain items for one to three years.

"This program gives us more power to move property," O'Brian said. "It's different from a one-time sale because we predict how much of a particular item we're going to bring in over a period of

time. Then we negotiate a price with a contractor who is willing to accept that material on a repetitive basis."

Usable term sales have brought in more than \$5.5 million since they began in October 2009. O'Brian said he expects the program's success to continue, especially as the military pushes older material out of its system.

Material unneeded by Defense Department customers can also be offered to other federal customers or donated through such programs as the Humanitarian Assistance Program. HAP provides material to international charities as well as the U.S. State Department and its embassies, which in turn give it to hospitals, orphanages, schools and other

facilities in need throughout Eastern Europe. Linda Wagner, DLA Disposition Services' HAP coordinator, travels to military installations each week in search of excess material that's being prepared for turn-in.

"Why bring the equipment here only to move it again when Linda can go on site and work with customers to take it out of their area and send it straight to the country in need?" Waller said. "Things like this show that DLA Disposition Services does more than just move stuff around. We use it to help others.

"Our military customers don't want things like old furniture, but they're greatly appreciated by people who are less fortunate than we are," she added.

Waller's staff also matches excess material with Foreign Military Sales customers. The FMS program allows eligible foreign governments to purchase U.S. government vehicles, equipment and other goods and services for their militaries.

"They like to come through and look in our warehouses to see what types of items we have. Then they'll give us a wish list of things they need. For example, African nations usually want medical and sanitation equipment, so when it comes in we'll call their FMS case manager and let them know it's here," Waller said.

Staff members at Kaiserslautern's Centralized Demilitarization Division do all they can to save property. The site is the only place in the European and African theaters where U.S. military equipment is stripped of its offensive capability so it can't be used against U.S. forces.

Demilitarization Coordinator Larry Tate said he felt "deep down" it would be wrong to immediately demilitarize 53 decontamination units that were turned

An employee at the Centralized Demilitarization Division in Kaiserslautern, Germany, destroys weapons parts so they can't be used against U.S. forces. The facility is the only place in the European and African theaters where U.S. military equipment is stripped of its offensive capability.

in without ever being used. Originally designed for decontamination following nuclear, biological or chemical attacks, the units could also be used in response to disease outbreaks.

"The units were about \$17,000 each, brand new, still in the box. So I took pictures of them and put them on our website. I just didn't feel right destroying that stuff when I knew somebody, somewhere could use it," he said.

FMS customers in Israel acquired the units this summer.

When disposal is necessary, contractors located on DLA Disposition Services' sites strip property of recyclable material that is later released on a scrap contract. The monetary return is based on the European waste index code and is used to pay for the cost of the contract.

"This program helps us make sure we're in compliance with the rules and regulations that go with recycling," O'Brian said. "That's really important



in places like Europe and Africa because the laws in various countries change frequently."

Disposal experts also travel throughout Europe and Africa to assist customers, especially when large turn-ins are expected. For example, following a military plane crash in 2011, Waller sent a team to the site to help the unit prepare parts for turn-in.

"We made the unit's life a lot easier by doing that," he said. "To me, that's world-class customer support."

That kind of service was a relief for Julio Adon, who arrived at the Demilitarization Division in April with hopes of turning in an outdated radar



system for a Mannheim-based unit scheduled to deactivate this year. Adon wanted to turn in the system as a single piece of equipment, but demilitarization rules require that each individual part be separately identified to ensure the proper level of demilitarization.

Instead of wasting money sending the property back to Mannheim, disposition experts invited Adon to stay with the equipment at the site, where they would teach him how to use DLA Disposition Services' website to identify each part.

"They could have told me to pack it all up and find another truck to get it back to Mannheim, but they offered to help me so I could train the rest of the unit, which still has a warehouse full of equipment that needs to be turned in," he said. "What I've learned here, I'll be sharing with others." ✪

Excess equipment turned in at DLA Disposition Services Europe & Africa in Kaiserslautern, Germany, is stored neatly in indoor facilities and outdoors.



A Fresh Set of Eyes

Story by Jacob Boyer

While the Defense Logistics Agency's various field activities and corporate activities are part of one overarching enterprise, they all encounter unique challenges. Their commanders and directors need the ability to look into their range of operations and ensure they are working properly and, if not, find ways to fix problems that are encountered.

Each of these organizations has an Office of Internal Review designed to do just that. When the agency established the DLA Office of the Inspector General

in 2011, those offices, which had previously received guidance from the DLA Accountability Office, were separated from the OIG. IR offices look into a wide variety of local issues approved by their commander or director, and they share their findings and recommendations with DLA Strategic Plans and Policy and the DLA Stewardship Committee.

"We coordinate and help collaborate amongst the different IR offices out there so that if DLA Troop Support's doing something really great that could affect DLA Aviation or DLA Land and Maritime,

everybody is in the know about it," said Kristin Kremer, a program and management analyst with DLA Strategic Plans and Policy. "That way, others could learn from that, pick up pieces, and go on and look at the same areas."

While the teams look at a variety of issues, from time card accuracy to property accountability, they focus primarily on business processes, Peter Battaglia, also a program and management analyst with DLA Strategic Plans and Policy, said.

"They're looking at the end-to-end business process for a specific item or event," he said. "They're reviewing it in terms of adequacy, failure rates, problems associated with it like timeliness, and a number of different lenses. When they find an issue, they'll analyze it and make a recommendation.

"For example, they could look at contract lead times," Battaglia continued. "They'd look at how we obtain a requirement, how it flows through the contracting areas within a specific field activity to the point of award. After that, they can say, 'Because you've got this step in here, it's delaying it by an additional 10 days, so you can cut that step out because it's a duplicate.'"

Taking out that extra step speaks to another important role of IR, Kremer said. DLA Strategic Plans and Policy helps offices follow up and make sure approved actions are implemented and followed up on.

"We're not dictating to IR offices and commanders what action needs to be taken, but looking at whether that action is getting the results they were looking for," she said. "We believe this is a critical function of IR. The follow-ups lead to improved processes within DLA ... by ensuring the requisite actions were enacted and are effective."

When DLA Land and Maritime Commander Army Brig. Gen. Darrell Williams wanted a close look at how his primary-level field activity was managing





Mine Resistant Ambush Protected vehicles await pickup in Kandahar, Afghanistan. The Office of Internal Review at DLA Land and Maritime helped ensure the more than \$1.4 billion in MRAP funding the primary-level field activity handles was managed well.

more than \$1.4 billion in funds from the military services for Mine Resistant Ambush Protected vehicles, he turned to his Office of Internal Review.

“We did the initial review and a follow-up review, which was recently signed as final,” Melanie Schmechel, DLA Land and Maritime IR director, said. “At the direction of Brig. Gen. Williams, we will brief the DLA Office of the Inspector General and [DLA Strategic Plans and Policy] on the results of the review. It’s a relationship where we’re working for our commander and sharing the results with a wider audience.”

DLA Strategic Plans and Policy took responsibility for developing and disseminating policy and standards for the agency’s internal review function in 2011, Phyllisa Goldenberg, DLA Strategic Plans and Policy director, said.

“The focus is to ensure quality and overarching enterprise consistency in the function, which is executed by the offices of internal review to support their leaders’ review priorities,” she said.

During the past year, DLA Strategic Plans and Policy has developed a policy instruction and a procedures manual, both aimed at establishing minimum standards and a consistency of approach

for the function at DLA field activity sites, Goldenberg said. Recently, the team has worked with the individual offices to establish standard IR reporting templates.

“These actions will ensure the DLA IR function will be executed consistently across DLA, with standard practices for documenting findings, recommendations, and supporting evidence,” she said.

Battaglia said the IR process is identifying risks in a business process.

“By risk, I don’t mean the traditional implication,” he said. “It’s more along the lines of what’s going to stop them from achieving their business goal. They’re going to find those, make sure there are adequate

“We coordinate and help collaborate amongst the different IR offices out there so that if DLA Troop Support’s doing something really great that could affect DLA Aviation or DLA Land and Maritime, everybody is in the know about it.”

— Kristin Kremer

controls against them or processes to deal with them, or recommend those if someone hasn’t already identified them.”

The various IR teams and representatives from DLA Strategic Plans and Policy also met in May in Philadelphia to share how they work within their particular organizations and network.

“It was an opportunity to do some team building and networking with other offices and sharing information with those offices, sort of, ‘This is how we do things in Columbus, how are you doing it?’” Schmechel said. “We’re all different because we work for our [individual] commanders. The conference was a terrific experience.”

Schmechel said her office gives her commander a fresh set of eyes.

“We are the group that is going to work with management,” she said. “There’s an active relationship there, so when we present something to the commander, we can say, ‘Here’s what we found.’ And many times, we can say, ‘And here’s what they’re doing to fix it.’ It’s an opportunity for him to know that there is a professional group of people out there looking at the processes and the things that [DLA] Land and Maritime is responsible for.”

A Conversation with . . .

Simone A. Reba

DLA's Deputy Director for Finance Talks About How She Sees Her New Role Managing the Agency's Audit Readiness Efforts

In addition to being the deputy director of DLA Finance, you are also now the program manager for the agency's audit readiness efforts. How much of your time and energy would you say goes to each of your roles with the agency?

I am dedicated full time to the pursuit of audit readiness in order to ensure achievement of the director's "Big Ideas" and Defense Secretary Leon Panetta's goal of auditable financial statements.

DLA has been working toward audit readiness for the past five years. How has Panetta's emphasis on the topic departmentwide changed those efforts?

The agency has always taken the concept of being a good steward of its resources very seriously, and goals associated with stewardship have featured prominently in



Defense Logistics Agency Photo

Simone Reba

the DLA Director's Guidance over the past several years. Secretary Panetta's guidance brought more attention and focus across the department, to include requiring it as a performance criteria within the senior executive ranks. It also got us to change the focus of the agency from improving stewardship with a successful audit being a natural outcome of well-documented processes

and good internal controls to getting audit ready. Therefore, we've shifted our focus to be more surgical in how we approach getting a successful audit. Previously we worked on bettering the entire business process, from event initiation (e.g., receiving a customer's requisition) to its conclusion (e.g., billing and collecting from the customer and its recording in the financial records). Now we're approaching it the way an auditor would, beginning with the financial statements and working back through the documentation to the requisition.

We've hired KPMG to help us understand what is required and have put actions in place to help us get there. We added many more hands on deck to ensure we get there faster and can develop a culture of audit readiness so we can sustain audits from now through perpetuity. Additionally, we

have unparalleled support at the highest levels of senior leadership across the agency who are committed to the achievement of auditability. This is further demonstrated by the fact that the director made audit readiness one of his Big Ideas.

What are some of the successes the agency has seen in the past five years of working on this?

We have a much better understanding of our processes and internal controls. Our stewardship efforts changed how DLA looks at its business processes, aligning them with the Defense Department Business Enterprise Architecture, and in how DLA systems are designed and documented. DLA also established and published standards and criteria outlining the expected capabilities that enable operational excellence and achieve audit readiness.

We also learned that becoming audit ready was a herculean task, so in May about 300 people from across the agency came together for training to begin the new audit readiness effort.

When they finish their training, what are their next steps as the audit readiness team?

In May, a startup team began pulling data and defining the rules, tools and scope of the

audit readiness effort. In June, all team members – more than 500 DLA and KPMG resources in total – will receive training and work packages that were developed by the startup team so we can more rapidly develop the audit readiness documentation, identify internal controls and test them to make sure they work, and ensure the numbers we reflect in our financials are accurate and can be proven.

Panetta's Oct. 13, 2011, memo set a deadline of 2014 for audit readiness for particular areas across the Defense Department in advance of the 2017 deadline for DoD to be fully audit ready. With less than two years to go, what are the areas in which the agency really needs to focus to make it happen?

Two assertions of audit-ability will occur in fiscal 2012: Appropriations Received and Fund Balance with Treasury. In regard to Appropriations Received, we have to prove that when we receive funding from the Pentagon, we have distributed it to DLA organizations in a way that demonstrates it was done accurately and effectively.

The Fund Balance with Treasury assertion is akin to managing the DLA checkbook. Initially, we have to prove that we have a process for reconciling

the DLA checkbook with the U.S. Treasury checkbook and that we have a process to identify all the documents associated with those balances, analogous to deposit slips and checks.

In fiscal 2014, we have to prove that we have control over our spending, as demonstrated by the Statement of Budgetary Resources, for our activities that are funded by Congressional appropriations. We also have to show that we can prove the inventory (i.e., materiel warehoused), general property (such as forklifts), and real property (i.e., buildings) that we reflect in our Working Capital Fund financial statements match our physical counts and are demonstrated as accurate in our records.

We have to prove all these assertions to the auditors. They will look at the numbers we have in our financials and want to see documents that prove the balances are correct. They'll want to make sure we know where our controls are in the process and ensure that they work. If we can't prove it, we'll fail, or in the audit world, receive a disclaimer of opinion.

What are some of the challenges along the way?

The biggest challenge I see is getting everyone, from senior leaders to individual employees, to understand their roles and responsibilities in regard

A Conversation with . . .

to audit readiness. When the auditors come out to take a look at us, they may talk to any DLA employee to understand our processes and controls, find audit-related documentation, etc., so it's crucial everyone understand the role they play in audit readiness.

Additionally, many think audit readiness is solely a financial exercise, and it's not. Financial postings are a result of business decisions that happened upstream. Therefore, it's crucial for all employees to understand what the rules are for their particular functional area, put processes and controls in place to ensure compliance with those rules, and ensure they are following them every day.

Following the rules shouldn't be something we do if we have the time; it needs to be a way of life. They are in place to protect employees and DLA's resources. Supervisors need to follow up to ensure their employees are following the rules. This is not a one-time academic exercise that we can check the box and say we're done. Auditors will audit us every year after we assert that our financial statements are accurate, potentially living with us, year in and year out, nine months or more each year to assess our financial statements. Audit readiness needs to

become a cultural norm.

I believe the other big hurdle to overcome will be streamlining and standardizing our processes as much as possible and reducing the numbers of unique processes. Complexity creates more risk as well as increases the audit readiness workload and associated audit sustainment costs. It creates additional infrastructure and training needs. Bottom line, it's expensive and can be inefficient. With diminishing budgets and emphasis on cost reduction, we will need to continue to figure out how to do more with less without affecting our customer performance. Understanding our process costs and reducing non-standard processes is a good place to start.

Being audit ready enables cost reduction, increases public confidence, reduces agency risk, and helps improve decision making – win, win, win, win.

What is the Enterprise Business System's role in DLA's auditability?

If you have a good system with the proper controls in place so data is not easily manipulated and there is proper separation of duties so no one person has too much authority to do key transactions in the system, risk is reduced and data accurately reflects how much we've spent and earned. Therefore, when the audit readiness team looks at EBS, we have to ensure it has those controls in place, that they

are working as designed, and that they are effective. Right now, although EBS does many things in conformance with audit readiness goals and is a vast improvement over legacy systems, there is still much work to do to ensure the system does everything required of an audit. Additionally, many systems-related audit issues are based on the business processes we've adapted over time that were replicated in the system. We will have to modify our current business practices in order to become audit ready.

In what other ways does audit readiness help overall DLA stewardship efforts?

From an enterprise risk perspective, financial data can often be a good indicator that something is amiss with our business processes. If we have a good understanding of our numbers, we can use those numbers to determine where we may be vulnerable to fraud, where we have inefficient and ineffective processes, and whether our current efforts to ensure compliance with regulations, policies, processes and laws are effective. From a cost-cutting perspective, it can help us determine where we can reduce costs without sacrificing performance. 🌟

DLA Takes Historic Step Forward in Employing People with Disabilities

When Defense Logistics Agency Vice Director Ted Case and Equal Employment Opportunity Office Acting Director Anita Boush put pen to paper in May to sign the charter for the DLA Disability Advisory Council, it put into motion a commitment by DLA to eliminate physical and electronic barriers to people with disabilities.

"The signing of this charter is a very critical and historic event," Eric Spanbauer, DLA Disability Program and Workforce Recruitment Program manager said. "This is a giant step toward

making DLA an inclusive workplace for people with disabilities and will preserve our integrity as a model employer of people with disabilities."

Boush credited DLA leaders with making the DAC and its governing charter a reality. In June 2010, the DLA Alignment Group, at the time lead by DLA Human Resources Director Brad Bunn, charged a group of individuals from across the enterprise to come together to form the Americans with Disability Act Reasonable Accommodation Cross-Functional Workgroup, the predecessor to the DAC.

"The AG's proactive philosophy centered on the importance of having full access to [information technology] systems and facilities for all employees," she said. "Our leaders' vision made this happen. We are now executing that vision."

The DAC membership consists of one representative from each staff directorate, director's staff offices and primary-level field activities. The council serves as an advisory group to the DLA Alignment

Group under the auspices of DLA Chief of Staff Fred Baillie.

Baillie said he is looking forward to seeing the progress the DAC makes.

"DLA is already a leader in many areas of workplace accommodation. We are committed to continually striving to make DLA a world-class employer of people with disabilities and in meeting our goals of hiring and maintaining people with targeted disabilities," he said.

The members review, evaluate and address enterprisewide issues, policies and practices that have a negative impact on hiring, retention and employment benefits of people with disabilities and find solutions to those barriers.

Peter Apgar, a budget analyst in DLA Finance, was a member of the original working group.

"The charter is an excellent example of DLA management ensuring the enterprise moves forward as a whole," he said.

—By Christine Born
DLA Strategic Communications

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DLA Troop Support Now Offers Short-Order Entrees in Group Rations

Defense Logistics Agency Troop Support is now ensuring that U.S. service members can dine on short-order entrees while on missions in locations with no dining facility.

As of April 9, the unitized group ration-A menu has options for ordering meals that include: Philly steak hoagies, chicken nuggets, Italian sausage subs, beef enchiladas, chicken wings, pepperoni and cheese stromboli, hamburgers and hotdogs.

The UGR-A short-order is a supplement to the original UGR-A dinners that contain entrees like prime rib, chicken cordon blue, and spaghetti and meatballs, Killian said.

“It’s been an amazing opportunity to be involved in the implementation of these new menus that hopefully boost morale,” Noreen Killian, a DLA Troop Support Subsistence contract specialist, said.

Joanne Jaworski, chief of DLA Troop Support’s Subsistence Group Rations Branch, and Karla Thompkins, a contracting officer, worked with Killian to manage the contract for the new menu additions.

Each UGR-A short-order contains three boxes with perishable and non-perishable items that can accommodate up to 50 people, Thompkins said.

The newly added short-order foods give service members more options for dinner, Jaworski said.

“Instead of meatloaf, they can have



Beverly Hamlette

Soldiers at Fort Irwin, Calif., cook Philly steak hoagies for a taste testing of new short-order items in the unitized group ration-A meals. DLA Troop Support was responsible for procuring eight new items added to the menu.

chicken nuggets or a hamburger,” she said.

Because the food will be served in the field, there are special requirements for storage of the meals.

The rations must be prepared and stored in a mobile kitchen containing refrigeration, Jaworski said.

DLA Troop Support worked closely with the U.S. Army Quartermaster Joint Culinary Center of Excellence and the U.S. Army Natick Soldier Systems Center to make the items available.

Alphonzo Byrd, chief of the Quality Assurance Division at the JCCOE, conceived the idea to create short-order rations.

Based on his experience working with the Army and listening to Soldier’s feedback on food, Byrd said he

wanted to bring dining facility options to the field. Byrd introduced the idea to NSSC, where the meals are designed.

The JCCOE was responsible for conducting the research and testing for the new rations, Jaworski said.

Beverly Hamlette, a JCCOE quality assurance specialist, conducted a taste test over a six-month period with Soldiers at Fort Irwin, Calif.

“Variety is always a good thing for Soldiers, and they were excited about having the opportunity to have an additional choice,” she said. “The Philly steak hoagie was served hot off the grill, and the diners loved it.”

Army Chief Warrant Officer 2 Javier Torres, a food adviser trainer at Fort Irwin, agreed.

“The new short-order rations are a great compliment to the other UGRs, and I will use them wherever I go,” Torres said.

Since the new menu became available, more than 4,500 UGR-A short orders have been ordered, Thompkins said.

All UGR-A short-order rations include a combination of nutritional food groups including vegetables, beverages, meat, poultry, desserts and condiments, which provide a balanced diet for service members working in the field, Jaworski said.



— By Nick Sistrun, DLA Troop Support

We are DLA

DLA Strategic Communications

Defense Logistics Agency LOGISTICS INFORMATION SERVICE

Story by DLA Logistics Information Service
Public Affairs Staff

Idaho National Guard Soldiers work under the hood of a Mine Resistant Ambush Protected vehicle. DLA Logistics Information Service ensures parts for vehicles are properly cataloged.

— Photo by Army Sgt. Belynda Faulkner

Without quality logistics data, it would be impossible to run a functioning logistics program. The Defense Logistics Agency Logistics Information Service exists to ensure military readiness by providing and maintaining that critical data.

“Logistics data is the foundation upon which the entire logistics infrastructure and supply chain is built,” said Ray Zingaretti, deputy director of DLA Logistics Information Service. “Without accurate and timely data, military readiness is negatively impacted.”

The organization specializes in logistics data with a mission to enhance global defense readiness through logistics information solutions. From offices in Battle Creek, Mich., logistics information specialists execute that mission, at times traveling to forward areas and U.S. bases overseas. Some types of support they provide include installing and maintaining communications and data systems, training on DLA products and services, and aiding with the rapid deployment of critical items such as Mine Resistant Ambush Protected vehicles.

For example, in 2007 the organization was faced with the challenge of assigning more than 4,000 national stock numbers to support the rapid fielding and sustainment of MRAPs, explained Jami Treat, a member of the DLA MRAP Team. Since standard processing was not an option, Treat said, a joint team of personnel from throughout DLA and the military services formulated a series of work-around processes for the initial rollout that reduced the two- to three-month process down to one week.

“Today, our MRAP population is over 40,000 NSNs, and we continue to work

We are DLA



Photo courtesy DLA Logistics Information Service

Phillip Messner (third from the right), the DLA Logistics Information Service's Logistics Data Analysis Division chief, deployed to Iraq to coordinate with the Iraqi Security Force Logistics Operations Center staff.

with our DLA and military service partners to ensure accelerated and timely support," Treat said. "This kind of commitment is a direct correlation of how the entire organization is fully dedicated to supporting our ultimate customer, the warfighter."

The origins of the DLA Logistics Information Service date back to World War II, when each military service operated an independent system for cataloging items of supply. Identical items of supply often were given different names, making efficient use of available stock impossible. Two key laws were enacted after World War II to address the problem. Public Law 81-152, the Federal Property & Administration Services Act of 1949, established a common logistics language known as the Federal Catalog System. The first federal stock number was assigned by the Army-Navy Munitions Board in 1949. In the 1950s, Public Law 82-436, known as the Defense Cataloging and Standardization Act, assigned the creation and maintenance of

this system to the Defense Department. In turn, the department established the Armed Forces Supply Support Center in Washington, D.C., with the mission to administer the FCS.

"The creation and administration of the FCS is a critical component in the supply chain," said Justin Voshel, Federal Logistics Information System Sustainment and Data Management Branch chief. "The customer has one place to go to identify what parts are being purchased ... and who is supplying the parts. This system eliminates duplication across the services, allows cost advantages through increased buying power during acquisition, and provides a standardized classification methodology."

Today, the organization has evolved and achieved its goals of providing a unified cataloging system and becoming a logistics information broker. The organization continues to consolidate and streamline efforts in areas such as customer contact support with the establishment of an enterprisewide help desk system for support of DLA systems users.

A DLA employee displays microfilm and catalogs that documented supplies in past years. DLA Logistics Information Service has moved from these hard copies to digital listings.

In the Logistics Systems Directorate, personnel provide project and program management, systems development management, and systems maintenance support for initiatives and automated information systems such as DoD EMALL and the DLA Map Catalog.

"DoD EMALL is an online ordering service for efficient point, click and ship of items required for support," Phil Deboe, DoD EMALL system manager, said. "It provides ready access to items from office supplies to national-stock-numbered items and provides research tools as well as order status 24 hours a day, seven days a week. It contains more than 24 million items and is used by more than 36,000 people supporting the warfighter globally."

The Logistics Systems Directorate's



Photo courtesy DLA Logistics Information Service

scope of work includes new logistics initiatives and system programs, sustainment of existing systems, and the retirement of old systems. Much of the data being shared comes from the Logistics Data Directorate, which provides logistics data services for the military services, federal agencies, and international allied and industry partners. The directorate is responsible for operational control and accomplishment of cataloging support for all national-stock-numbered items and other items of supply used or managed by the Defense Department, other federal agencies, NATO and other allied nations.

“There are currently over 6.6 million NSNs in the Federal Catalog System,” said Earl Young, logistics support liaison for DLA Logistics Information Service. “The use of these NSNs facilitates the standardization of item names, supply language, characteristics and management data and aids in reducing duplicate items in the federal inventory. It is effective in promoting competition and increasing vendor sources, which directly reduces overall costs.”

The Customer Support Directorate’s members coordinate the worldwide dissemination of DLA Logistics Information Service products and services through the operation of the DLA Customer Interaction Center, customer outreach activities and the training they offer to U.S. government and military agencies, NATO and other foreign governments.

Its personnel have become the teachers for logisticians around the world through annual courses offered via the National Codification Bureau College, which teaches attendees

Photo courtesy DLA Logistics Information Service



about the NATO Codification System and operating a National Codification Bureau. It has become an important platform for discussing issues and sharing ideas about codification. The NCB College has graduated 162 students from 48 countries over the past 12 years

“The intent of this training program is to provide a forum in which nations facing the challenges of implementing the NATO Codification System may be exposed to different approaches and lessons learned from other nations,” said Chris Nozicka, course director of the NCB College. “Our vision is to expand the scope of international codification learning opportunities by working with other NCBs to offer this type of training in their home countries.”

When a new DLA support team needs to deploy or DLA Disposition Services needs a new site in a forward area,

Defense Department employees search for catalogs to find the right parts in this undated photo. The DLA Logistics Information Service’s digital catalogs save time for the same tasks today.

it is the members of the Information Technology Directorate who set up and configure the equipment needed to support the deployment. They serve as the principle support to DLA Logistics Information Service, DLA Disposition Services, DLA Installation Support at Battle Creek and DLA Finance. This responsibility requires them to provide guidance, planning and administration, and management.

Deputy Director Zingaretti noted that DLA Logistics Information Service will continue to provide interoperable, integrated, quality logistics data and enterprise solutions for joint warfighters, the military services, the Defense Department, other federal agencies and international partners to ensure the effectiveness and efficiency of the defense supply chain.

“We will continue to take advantage of emerging technologies to provide our customers with equal or better service at a reduced cost,” he said. ⚙️



REDUCING DISTRIBUTION COSTS

Story by Emily Tsambiras

Employees at Defense Logistics Agency Distribution Susquehanna, Pa., have been working to prove the concept that full containers lead to reduced costs to customers through improvements in how containers are filled at the Eastern Distribution Center Consolidation and Containerization Point.

“DLA Distribution’s overall goal is a container utilization rate of 85 percent,” said Perry Knight, DLA Distribution Current Operations deputy director. “Simply put, ideally no container would ship at less than 85 percent capacity.”

To reach this goal, leaders at DLA Distribution headquarters and DLA Distribution Susquehanna had to implement several material-consolidation initiatives and

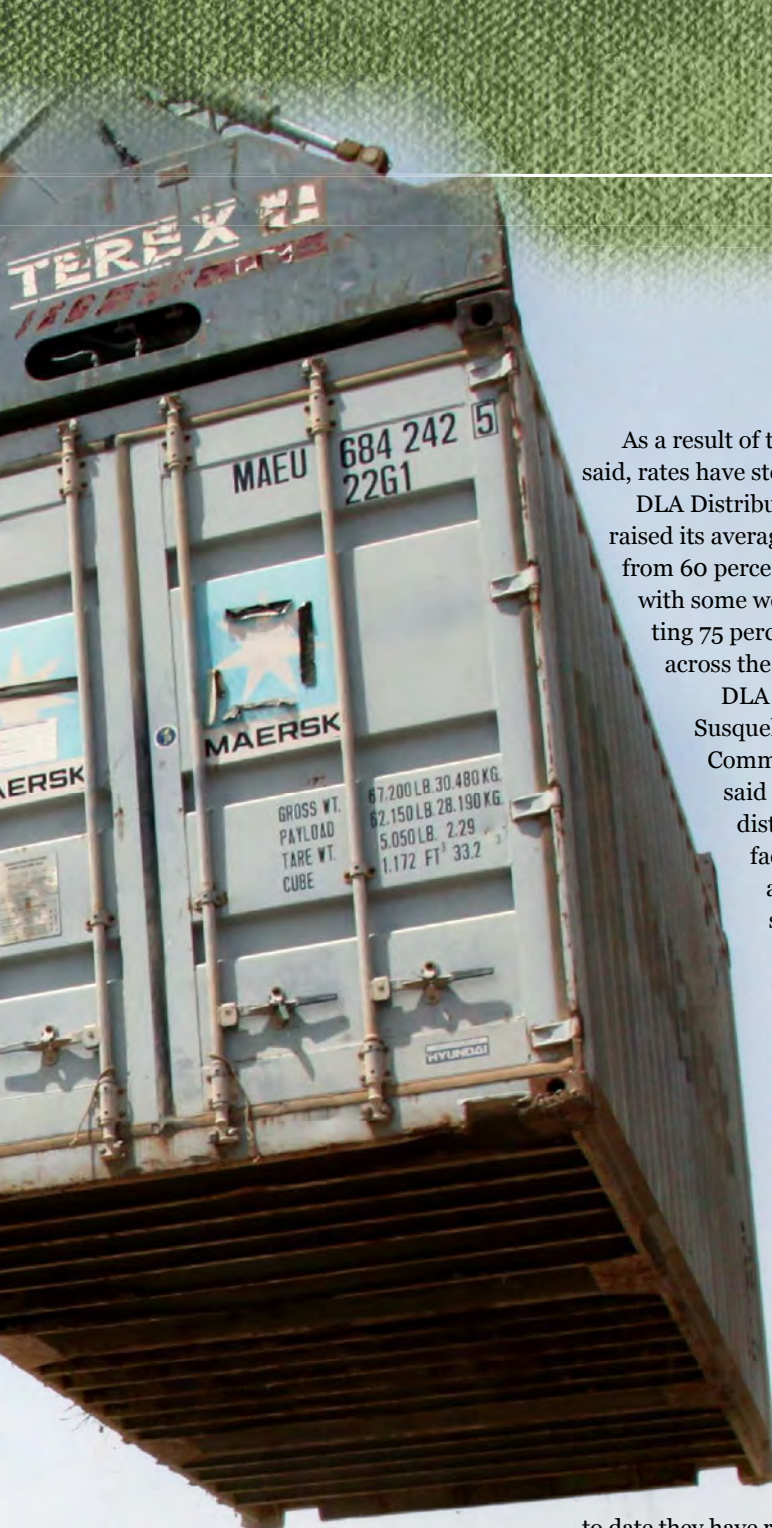
maintain an integrated material delivery system in Afghanistan, while ultimately reducing end-to-end distribution transportation costs with minimal impact to velocity.

With a container-utilization rate of 62 percent in February, officials at DLA Distribution Susquehanna realized the need to measure utilization for all containers shipped. By May, utilization rates for nearly 900 containers had been captured.

One of the more significant finds from the data was the fact that multiple warehouses owned by DLA Distribution Susquehanna were simultaneously shipping underutilized containers to the same customer. As a result, all containers were vetted through the EDC for “top-off,” ensuring best utilization.

Concurrently, within the first month of data tracking, leaders developed a baseline and formed the basis for revamping all standard operating procedures for loading containers. By applying these standards in the work areas, team and work leaders began sharing best

Emily Tsambiras is a writer for DLA Distribution



practices among the workforce. One best practice was use of a container utilization database. The database captures all exception data and images for containers that do not meet the minimal 85 percent requirement. Exceptions can be due to the size, shape, fragility or classification of material that could prevent loaders from stacking freight on freight.

As a result of these practices, Knight said, rates have steadily increased.

DLA Distribution Susquehanna raised its average container utilization from 60 percent to above 70 percent, with some weeks' performance hitting 75 percent overall utilization across the network, he said.

DLA Distribution Susquehanna Deputy Commander Edward Visker said he is proud the distribution center could facilitate such a large accomplishment in a small timeframe.

This success was driven by teamwork, lane consolidation and improved load planning, he said.

"The increased utilization saved the use of 69 containers that would have otherwise been shipped at the previous fill rates," he said.

Particularly noteworthy was the load team's enthusiasm toward meeting the challenge, and

to date they have reached 100 percent utilization on 35 containers."

The improvements were so significant that, as an offshoot to a larger visit to DLA Distribution headquarters April 27, Army Lt. Gen. Kathleen Gainey, deputy commander of U.S. Transportation Command and a former DLA Distribution commander, and Army Brig. Gen. Susan Davidson, deputy commander and

director of operations for Military Surface Deployment and Distribution Command and incoming DLA Distribution commander, visited CCP operations to view the outloading operations.

While on site, Gainey recognized several employees who contributed to the organization's increasing container utilization. She presented coins to distribution process workers John Rhoads, Jane Moquin, Cathy Boyer and Sherry Baker and supply technician Paul Arnold. Most of these employees have achieved consistent container utilization of more than 85 percent.

Next up for the distribution center is a renewed focus on its lower rate shipment lanes and the development of solution sets to achieve similar improvements for those lanes challenged by low volume or odd-dimensional and non-stackable cargo, Knight said. Loaders are performing individual shipment weight/cube validation based on the minimal load requirement and tracking their progress on handheld devices during the load process.

"DLA Distribution exists to provide best value to our customer, the warfighter. And by ensuring we meet container utilization goals, we are able to pass the savings on to the customer," Knight said. ✪

Photo by Army Staff Sgt. Joshua A. Montgomery



I AM

DLA

My name is:

Rainer Schutz-Armstrong

I am:

A supervisory contract specialist and contracting officer

Describe your job in a sentence:

I am the senior contracting officer in charge of purchasing beverages and dairy products from local sources for DLA Troop Support and have the responsibility to provide subsistence items to troops throughout Europe and Africa. I also search for new sources of supply in remote areas and establish new contractual relationships with such vendors.

How long have you worked for DLA?

I have been working for the U.S. government in contracting for a total of 32 years. I've been with DLA for 17 years.

What is your favorite thing about working for DLA?

It's a challenge to find new sources of supply throughout the theater and to assure that the warfighters will receive their subsistence items and water even in the most remote locations. Oftentimes this is done in coordination with host-nation government authorities and U.S. embassies.

What is your best memory of working here?

Establishing a suboffice for DLA Troop Support in Budapest, Hungary, and working with the Hungarian Ministry of Defense to do market assessments for sources to supply subsistence products to troops stationed in Hungary, Kosovo and Croatia in the late '90s.

How do you make a difference to warfighters?

By establishing contracts with local vendors, I help make sure all military troops throughout the European and African theaters, either at dining facilities or on Navy vessels, in combat or during exercises and peace missions, will be provided fresh subsistence items, healthy water, juices and bakery products in a timely manner, giving the troops a taste of home. It's an honor to be part of DLA and to provide my services to U.S. warfighters and help support their missions.

Rainer
Schutz-Armstrong

