

LOGGLINES



Building Partnerships



from the **DIRECTOR**

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

Our forces operate in every corner of the Earth — in some of the most austere conditions in the world. Logisticians make sure they have what they need to operate, whether it is on a mountaintop in Afghanistan, in the middle of the Pacific or supporting our interagency partners at the bottom of the world in Antarctica.

DLA is in the thick of it but we are not alone. Our talented team depends on collaboration with our coalition partners, our interagency teammates, the many members of the “Log Nation” in the Department of Defense and commercial industry to deliver the right item at the right time at the right place. It is

through the strength of our collaborative relationships that we can continue to say “yes” to those we serve.


Our relationship with U.S. Transportation Command is an example of the close partnerships we maintain. Together, we make certain there is a steady flow of food, spare parts and other supplies to warfighters in Afghanistan. We are also working together to lessen the strain on the transportation pipeline and to help assure regional stability by purchasing select items locally in Central Asia or at points along the Northern Distribution Network. And together with USTRANSCOM, U.S. Central Command and U.S. Forces-Afghanistan, we are planning for the eventual drawdown of troops and material as Afghan forces take on greater responsibility for their security.

Our collaboration is not exclusive to DoD. At home, we are working with the Federal Emergency Management Agency to ensure emergency managers have access to critical supplies should natural or man-

made disaster strike inside our borders.

And in Iraq, DLA is using its experience and supplier partnerships to help the State Department stand up the necessary support structure it needs to operate.

The critical partnerships we maintain with the military services, combatant commands and many other federal agencies as we take a whole-of-government approach to logistics ensure we work toward a common goal. Our collaborative relationship with the industrial base — the thousands of companies that provide our customers with food, fuel, spare parts, medical supplies, construction material and other commodities — ensures our forces have what they need to prevail. Last year alone we awarded contracts to nearly 13,000 industry partners, almost two-thirds of them small businesses.

DLA is America’s combat logistics agency, but we do not do it alone. We can say “yes” because the “Log Nation” team is focused on the right things and delivers. 

LOGLINES

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Building Partnerships

Reaching Out



Story by Sara Moore

In the world of logistics, it pays to stay a step ahead of customer requirements and anticipate demands before they become urgent. That's a philosophy long followed by the Defense Logistics Agency, which forecasts demand for the supplies it procures so those things can be pre-positioned when and where customers need them.

In recent years, DLA has shifted its forecasting model from one based solely on historical data to a more customer-based approach using demand forecasting units and data exchange. Some of the agency's field activities are exploring even more customer collaboration as they work to increase their forecasting accuracy and become more efficient in how they buy supplies and equipment.

DLA updated its demand planning approach with the rollout of the Business Systems Modernization program in 2002. That change helped improve forecasting accuracy throughout the agency, but as the pace of military operations around the globe increased and missions became more varied, demand planners have recognized the need for more customer interaction in the forecasting process and started developing new programs to address that need.

"If we don't buy the right part when

the customer needs it, then we won't have it on the shelves, so that's why it's critical," said Army Col. Jeffrey Vieira, director of Land Customer Operations at DLA Land and Maritime. "If we're spending money trying to buy parts the customer used to need versus buying parts the customer will need, we won't have the right parts for them in the future, and we'll have wasted money buying the wrong parts."

DLA Land and Maritime hosted a forecasting summit in October to talk with customers about how demands would change as the final troops left Iraq and military missions changed. This was the first summit of its kind, Vieira said, and it included representatives from the

"If we're spending money trying to buy parts the customer used to need versus buying parts the customer will need, we won't have the right parts for them in the future, and we'll have wasted money buying the wrong parts."

— Army Col. Jeffrey Vieira

Army's Office of the Deputy Chief of Staff for Logistics, the joint program office for the Mine Resistant Ambush Protected vehicle, Army Materiel Command, Marine Corps Logistics Command, Marine Corps Systems Command, the Office of the Secretary of Defense, DLA Central, and DLA's service teams. The summit identified nine areas in which DLA's forecasts will need to be reduced because of changing mission requirements, he said. They include tactical wheeled vehicle transfers, Army pre-positioned stock, retrograde equipment and MRAPs. The closure of DLA supply support activities in Iraq has led DLA Land and Maritime to reduce its forecast by more than \$120 million, he said, and further reductions are in the works.

"The operational tempo's going to significantly drop, and as the operational tempo drops, they're going to use fewer parts," Vieira said. "We've increased dialogue significantly with the Army and Marine Corps since [the forecasting summit] to try to take actions on those things."

This direct engagement with customers represents a big change in the demand forecasting process for DLA Land and Maritime, Vieira said. In the past, demand planners relied on the Enterprise



Business System's demand planning software, called JDA Manugistics, to give them a forecast based on historical trends. Demand planners would only engage with the customers on very-high-value items or if they noticed a large anomaly in the ordering pattern, he said. Customer interaction is important to future demand-planning efforts, he said, because the military's needs are shifting rapidly and the agency needs to focus on using its resources wisely in the current fiscal environment.

"We're trying to get more ahead of what's happening," he said. "With declining budgets, we're at the point where we really need to be more accurate than we have been in the past."

Increasing demand planning accuracy is the focus of DLA Land and Maritime's Maritime Customer Operations Directorate. Under a pilot program, demand planners there are using data from the Navy's Continuous Monitoring Program to improve their forecasts and better predict what supplies the service will need and when.

The Continuous Monitoring Program is the Navy's process for monitoring inventory levels throughout its operational fleet, said Robert Callahan, Maritime financial resource officer at DLA Land and Maritime. The Navy tracks allowances for each ship and how many items the ship has on hand or on order each month. This allows the Navy to identify deficits throughout the fleet and make orders accordingly, he said. Under an agreement with the Navy, DLA can access that information, and maritime demand planners use the reports to modify their forecasting models to more accurately reflect the Navy's needs, he said.

Historically, Navy operational units place orders in large clumps tied to how

they were funded and when they received funding, Callhan said. From DLA's perspective, this created large spikes in demand that often resulted in overforecasting in the agency's demand forecasts.

So far, this data-sharing initiative has been very successful, improving demand planning accuracy for the items involved by more than 30 percent in some cases, said Shawn Cody, industrial division chief for maritime support in DLA Land and Maritime.

"We've seen a significant increase in our demand-plan accuracy and a corresponding reduction in our absolute

percent forecast error," Cody said. "As part of the analytical process for this CMP initiative, we compare the forecasts that we are generating to what the JDA Manugistics statistical forecast would have generated. We can see the difference in what we're forecasting versus what JDA is forecasting, and it's been extremely positive up to this point."

The program's success is generating interest within DLA Land and Maritime and throughout the agency, Cody said. The Maritime Customer Operations Directorate is continuing to look for ways to enhance the initiative by including more

Army Sgt. Kim Browne



A CH-47 Chinook helicopter crew unloads a box of basic first aid items in Kunar province, Afghanistan. The Defense Logistics Agency's customer-outreach and demand-planning efforts help it keep troops in the field stocked with necessary supplies.



Building Partnerships





Army Pfc. Alicia Brand

operational customer data and expanding it to include industrial operations.

Callahan said he believes CMP helps the Enterprise Business System achieve one of its true purposes, to allow DLA and customer systems to communicate directly and share information. He noted that in the past, DLA had no awareness of when ships were in shipyards for extended maintenance and would continue forecasting supply demand as if the ships were operational. Along with the CMP program, DLA Land and Maritime has added even more data sources to its forecasting, like the Navy Enterprise Resource Planning redistribution file, which tells the agency what assets the Navy is able to satisfy internally, he said.

“This CMP initiative incorporates Navy data files that our forecast system can’t accommodate today, and leveraging data the customer is using every day to manage their business increases the likelihood that DLA forecasts will be aligned with customer ordering patterns,” he said.

A different kind of customer collaboration goes on at DLA Troop Support Clothing and Textiles. Demand planners there work closely with the military services, with whom they have established close relationships over the years, to ensure service members get the clothing and equipment they need to perform their duties.

The Clothing and Textiles Branch has different divisions to deal with recruit clothing and organizational clothing and

A Soldier guides a Mine Resistant Ambush Protected vehicle to a building with suspected homemade explosives in Afghanistan. A forecasting summit with military customers led DLA Land and Maritime to reduce its forecast for MRAP repair parts as the demand for these and other troops has gone down now that U.S. troops have left Iraq.

individual equipment. While the demands for each division are quite different, both rely on established relationships with the services to keep their demand planning forecasts accurate.

In the Recruit Clothing Division, demand planners work closely with the military to determine how many recruits are going to each of the nine recruit centers spread throughout the services, said John McAndrews, the division chief. The planners get data about not only which service the recruits are going to, but also what vocation they are entering, because the items troops need vary by location, he said.

In addition to communicating with the recruit centers, demand planners can also reach out to higher levels in the military to talk about policy issues, such as new uniforms that are coming down the line, he noted. Demand requirements for recruit clothing change often, he said, especially as the military adjusts its size to deal with troop withdrawals and budget constraints. The demand planners have to keep a close eye on troop-level trends and engage with the military to determine future requirements, he said. He noted that DLA got a number from the Army on recruit levels for fiscal 2012, but after noticing lower levels in the first three months of the year, demand planners went back to U.S. Army Training and Doctrine Command and got a lower number.

“Every time you buy a full clothing bag, you’re spending \$1,300, so if you can avoid doing that if you don’t have to, it saves significant dollars,” McAndrews said. “The Army has adjusted their number down by about 13,000 people for the rest of this year, so that’s \$17 million that we’re not going to spend that we would have if we just took the Army’s initial number and continued to buy it.”

Building Partnerships




Navy Petty Officer 3rd Class Trevor Weish

When it comes to organizational clothing and individual equipment, which includes things like cold weather gear, body armor and helmets, DLA's demand planners also work closely with the services, said Dave Farrell, division chief for organizational clothing and individual equipment. The planners work with each service's office that manages clothing and equipment, meeting with them on a regular basis to determine their requirements, he said. Demand for organizational clothing and equipment varies as operational tempo changes, he said, and demand planners rely on their relationships with the services to adjust to these changes.

Farrell cited the example of the Army's new uniform pattern for Afghanistan, the Operation Enduring Freedom camouflage pattern. Demand planners had forecasted for an increase in demand for the new uniform and a decrease in demand for the uniform worn in Iraq. That ended up not being the case in the short term, and DLA found itself with accumulating back orders for the older uniform. Demand planners in the Organizational Clothing and Individual Equipment Division were able to coordinate with the Army and adjust the contracts to fulfill all the orders, he said.

Having established relationships with customers is a luxury the Clothing and Textiles Division enjoys because many of its customers are automatically mapped to it through their Department of Defense activity address codes, McAndrews said.

"Ours is a small community, and it's pretty much directed at clothing," he said. "I've been here for 35 years, and there are people that started around the same time I did in the services, and I'm still talking to them today. That's a very unusual opportunity that's not afforded to the other supply chains." 

An MH-60 Seahawk helicopter descends to the flight deck of the fleet replenishment oiler USNS Joshua Humphreys during a replenishment at sea in the Gulf of Aden. Under a pilot program, DLA Land and Maritime is using the Navy's Continuous Monitoring Program to improve its accuracy in forecasting what supplies the Navy fleet will need.



Story by Beth Reece

When it comes to supplying warfighters, the Defense Logistics Agency doesn't do it alone.

"Supply chain success depends on a good partnership between DLA and the U.S. Transportation Command. We can't do our jobs without them; they can't do theirs without us," said Scott Rosbaugh, director of the Distribution Process and Planning Branch for DLA Distribution.

The Defense Department designated USTRANSCOM the distribution process owner for the military's global distribution system in 2008. That move inspired more collaboration between DLA, USTRANSCOM and agencies such as the

Airmen unload supplies from a C-17 Globemaster III aircraft at Kandahar Airfield, Afghanistan. Airlift is a key method for transporting supplies to warfighters throughout the landlocked country.

— Photo by Air Force Master Sgt. Laura K. Deckman

Bridging

Supply and Transportation



Building Partnerships

Army and Air Force Exchange Service and General Services Administration, all of which rely on the same system to get supplies to warfighters.

“No one owns the process from cradle to grave. What the designation did was push us to collaborate with DLA and our other partners so that we’re synchronizing and integrating all of our processes,” said Diana Roach, the change management lead in USTRANSCOM’s Office of the Chief of Staff.

The process of equipping warfighters begins when representatives from one of DLA’s eight supply chains order material, which is then distributed by either commercial manufacturers or one of DLA’s 26 distribution centers for direct delivery to customers. Material that goes to DLA Distribution facilities en route to places such as Afghanistan

is packed by DLA’s distribution process workers according to which mode of transportation USTRANSCOM will use to move it: air, surface or sea.

It’s important that members of DLA understand how the transportation pipeline works, said Tom Shively, DLA’s liaison to USTRANSCOM.

“It affects what we position, where we position it, how much we position and how much we put in that transportation pipe in order to keep sufficient supplies,” he said. “And with 26 distribution centers located around the world, we need to integrate our placement of stocks and our distribution strategy with USTRANSCOM’s capabilities to make sure they match up.”

The closure of supply routes from Pakistan into Afghanistan in November is a strong example of the need for collaboration between DLA

and USTRANSCOM, said Air Force Col. Emily Buckman, chief of DLA Logistics Operation’s Combatant Command Support Division.

“We were involved in intense discussions with both U.S. Central Command and USTRANSCOM to determine alternate ways for our prime vendor to get subsistence into Afghanistan,” she said.

Losing access to those supply routes forced some innovative solutions that also saved money, Rosbaugh added.

“USTRANSCOM came up with an intermodal solution in which we’re now shipping some items ... from the United States all the way over to Jebel Ali, United Arab Emirates, in 40-foot containers,” he said. “Once those containers get to Jebel Ali, they’re put on air pallets and flown into theater. That’s huge, because it enables us to avoid Pakistan but doesn’t



Navy Seaman Apprentice Gregory Kaminski

USTRANSCOM and DLA worked together to get housing and construction materials into Afghanistan to support a 30,000-troop increase in 2009 and 2010.



Material that goes to DLA Distribution facilities en route to places such as Afghanistan is packed according to the mode of transportation USTRANSCOM will use to move it: air, surface or sea.

take away our southern leg into theater.”

Soon after President Barack Obama announced the 30,000-troop increase in Afghanistan in December 2009, DLA and USTRANSCOM worked together to get housing and construction materials into the country.

The troop surge also led to increased demand for airdrops in Afghanistan, but DLA originally lacked the stock to support requirements for low-velocity parachutes. Distribution process workers at DLA Distribution Warner Robins, Ga., worked 24/7 to palletize newly ordered parachutes so they'd be ready for transporting, then turned them over to USTRANSCOM, which loaded them onto planes for immediate shipment, Rosbaugh added.

DLA has also worked to lessen demands on transportation networks by turning to local procurement, said Steve Dubernas, a management analyst on Buckman's team.

“By procuring some items locally in Central Asian states and the Southern Caucasus, we were able to free up portions of USTRANSCOM's pipeline. We're constantly enabling each other,” he said. “You'd think the supply chain process is linear, where DLA just hands cargo off to USTRANSCOM for strategic movement,

but our partnership goes beyond that.”

Shively used the example of water treatment facilities in Afghanistan to illustrate the local procurement effort.

“Think about the drinking water manufacturing plants we built in Afghanistan. ... The more we acquire locally, the less we have to move long distances to get supplies to our warfighters,” Shively added. “There's always a big effort to get these pieces integrated and to reduce the transportation footprint.”

The merging of DLA's Integrated Data Environment and USTRANSCOM's Global Transportation Network has resulted in a single data source that logistics and transportation experts can rely on when making decisions about day-to-day operations. But it doesn't replace the need to colocate representatives from both organizations, Buckman and Shively said.

“A lot of the daily discussions that occur between USTRANSCOM and DLA revolve around situations where there are conflicting requirements or there's too much demand but not enough strategic lift, whether it's surface, air or a combination of surface and air,” said Shively, who has served as DLA's liaison officer, known as an LNO, to USTRANSCOM since 2005.

“Our LNOs play an important role because they have immediate reach back to various parts of our organizations,” Buckman added. “They have an ear to any emerging issues and can usually head something off before it blows up.”

How do members of DLA's

Air Force Master Sgt. William Greer



When the demand for low-velocity parachutes skyrocketed in 2010, employees from DLA Distribution and USTRANSCOM rushed to meet warfighters' needs.

primary-level field activities describe the relationship between DLA and USTRANSCOM?

“It's never been better,” Rosbaugh said. “By working together, we're supporting warfighters with effectiveness and efficiency.”

Leaders from both organizations are already planning for the drawdown of troops and equipment in Afghanistan.

“Military material over there eventually has to come back out, so we're already talking about how to do that smartly,” Shively said. “There's a sincere desire on the part of both DLA and USTRANSCOM to continue strengthening the collaborative relationship we have now. And in the end, it's all about meeting warfighters' needs.”



Building Partnerships

Disaster Relief



Story by Beth Reece

Severe weather ranging from snowstorms to tornadoes prompted state governors to declare 99 separate major disasters needing federal assistance during 2011. Some recovery efforts were more extensive than others, but for each one, the Defense Logistics

Agency stood ready to provide logistics support to first responders.

The 1998 Stafford Act allows DLA to provide items like meals, fuel, tents and medical supplies to the Federal Emergency Management Agency for use in relief efforts following such disasters as hurricanes, tornadoes and floods, as well as terrorist

acts that occur in the United States.

When Hurricane Irene swept north along the East Coast from North Carolina to Maine in August, DLA Troop Support and DLA Distribution worked to provide 1.6 million meals in just 72 hours. One day later, FEMA officials determined the need for meals wouldn't be as high as



Benjamin Abel

A logistics specialist from the Federal Emergency Management Agency directs vehicles delivering supplies to Fort Bragg, N.C.'s Simmons Army Airfield before Hurricane Irene's expected landfall in the mid-Atlantic states in August.



anticipated and cancelled the request for about 22,000 meals, said Air Force Lt. Col. Kate Ritzel, an operations officer with the DLA Joint Logistics Operations Center.

Within 10 minutes, DLA Distribution officials were able to stop one fully loaded truck from leaving a loading dock in Albany, Ga., and stop the loading of a second truck, she added.

“We were in the process of rerouting the meals to FEMA warehouses when Tropical Storm Lee came up. At that point the meals were still in trucks, so we were able to push them to the affected areas,” said Steve Quinn, DLA’s liaison to FEMA.

“DLA Distribution had plenty of challenges keeping up with the changes and multiple diversions during those two storms, and they deserve a ton of credit because we literally had trucks running all over the eastern seaboard as requirements changed,” he continued.

Lessons learned during hurricanes Katrina, Rita and Wilma in 2005 shaped the way DLA supports FEMA today. DLA Troop Support provided FEMA with more than 30 million meals in response to Katrina and Rita, and DLA Energy provided thousands of gallons of ultra-low-sulfur diesel and unleaded gasoline.

But federal agencies struggled to provide relief for the back-to-back disasters, Quinn said. So in March 2006, DLA and FEMA signed an interagency agreement that defines DLA as the source for specific commodities. It also allows both agencies to begin processing and expediting supply requests through approval chains with simple heads-up notifications before formal paperwork is received.

FEMA initiates logistics efforts anywhere from seven to 10 days before weather-related disasters are expected to

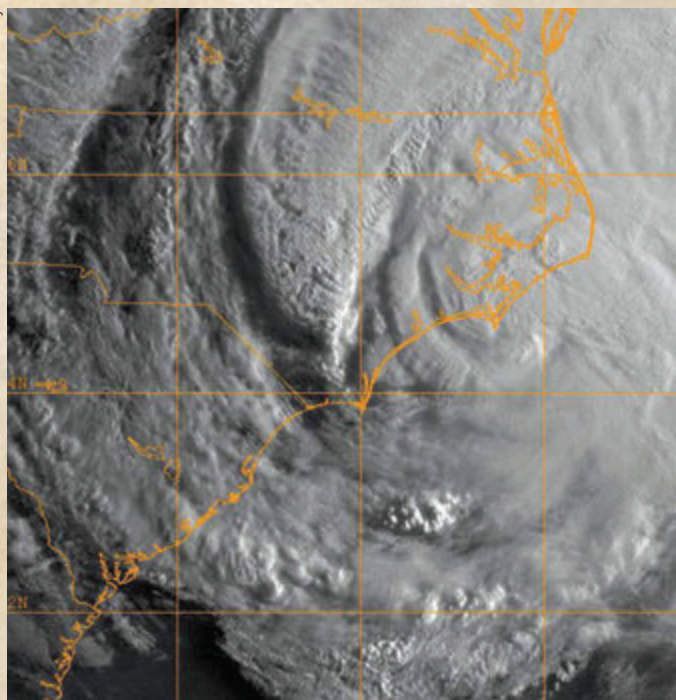
occur. At the same time, members of DLA’s Joint Logistics Operations Center at Fort Belvoir, Va., – which intensifies its 24/7 operations during disaster responses – reach out to the appropriate field activities to determine where stock is available and which supply contracts may need to be activated to meet FEMA’s needs.

The process usually involves interpretation and numerous follow-up calls between DLA and FEMA representatives, Quinn said. He noted that FEMA’s requests don’t include the national stock numbers traditionally used by the military and often don’t specify exact ship-to addresses because staging areas are still being established.

When Hurricane Gustav threatened the Gulf Coast in August 2008, employees throughout DLA’s supply centers and DLA Distribution worked together to move material and equipment into Louisiana even before news reports alerted citizens, said David Kless, DLA’s national account manager for international and federal programs.

By the time residents evacuated ahead of Gustav, DLA was five days into the relief effort, he added. Even as the agency continued sending food to Louisiana residents returning home after the storm, JLOC staff prepared to help those affected by Hurricane Hanna while simultaneously gearing up for the much stronger Hurricane Ike that swept across Texas one week later.

U.S. Naval Research Laboratory



DLA provides items like meals and fuel to FEMA for use in relief efforts following such disasters as hurricanes, tornadoes and floods. The majority of the support it provides comes during hurricane season.

DLA Troop Support provided 30 million meals in 30 days in support of relief efforts following those three storms. “That was an incredible achievement,” Quinn said.

While hurricanes as powerful as Ike and Gustav require expansive relief efforts, responding to smaller storms such as Tropical Storm Lee can also be complex.

“In a state like Vermont, you don’t expect to be hit by a tropical storm. The amount of response effort is tenfold because that state doesn’t have the same infrastructure or level of preparedness as hurricane-prone states do,” Quinn added.

As DLA’s lead organization for fuel, DLA Energy initiated a contract to provide gasoline and diesel fuel when DLA and

Building Partnerships

Just as states continually revisit and improve disaster-preparedness plans, DLA and FEMA update the interagency agreement each year to include lessons learned.

FEMA initiated the interagency agreement in 2006. The vendor under contract has facilities scattered throughout most of the East Coast and Gulf Coast, said Eugene Turner, a contingency planner for DLA Energy.

“Once we’re notified by FEMA of a requirement, the vendor has 24 to 48 hours to have trucks in the impacted area. And once the trucks arrive on site, the vendor is required to stay there with the trucks and dispense product to whatever end customer FEMA identifies. So it could be used for generators, radiators, hospital vans, emergency communication equipment and more,” he said.

DLA Energy contracting officer Karen Hammack worked with FEMA and the vendor to expand the contract to include eight additional states that FEMA identified as being in hurricane-prone areas.

“Karen was able to renegotiate the contract so that it not only expanded the coverage, but significantly reduced the cost to FEMA,” Quinn said.

DLA Energy also supports disaster relief efforts in areas not covered by the contract with emergency one-time buys, Turner added.

Outside of hurricane season, which runs from June 1 through Nov. 30, FEMA works with state representatives to forecast what residents may need in the case of an emergency. DLA helps translate those needs into logistics


response plans.

“This is where there’s real benefit to our partnership with FEMA,” Kless said. “DLA already has an established mature relationship with vendors. Food and fuels support is something DLA does well; it’s a core competency, so why not leverage our relationship to support FEMA?”

Just as states continually revisit and improve disaster-preparedness plans, DLA and FEMA update the interagency agreement each year to include lessons learned. While meals, ready-to-eat were once the standard fare for meal requests, for example, the two agencies have worked together to offer more civilian-friendly commercial meals, Quinn said.

“We take those requests and translate them into the best logistics solutions, usually working closely with [DLA] Troop Support,” Kless said.

The DLA-FEMA relationship is a healthy one because of the formal interagency agreement and because response plans are flexible, he continued.

“Even though we have a structured agreement, there’s also built-in flexibility so we can respond to situations as they change. Not only can we not predict exactly what a storm will do, the requirements for each state could change. But we have a strong partnership that improves year after year,” he added. 

An Airman loads pallets of supplies in response to Tropical Storm Irene.

Air Force Tech Sgt. Dan DiPietro





Building Partnerships

State Department:

A NEW ROLE IN IRAQ



Story by Beth Reece

The warfighters have left, but the Defense Logistics Agency's work in Iraq endures as nearly 17,000 civilians, mostly Americans, continue their work at the U.S. Embassy in Baghdad and consulates to the north and south.

DLA employees have been working since fall 2010 to ensure logistics support including food, fuel and disposition services was in place for the State Department when it assumed primary responsibility for operations in Iraq Dec. 31.

"We're using existing contracts for food and fuel as a bridging strategy until the State Department can establish their own support contracts and self-sustain," said Carlo Montemayor, a DLA Logistics Operations planner who helped coordinate the agency's support with Defense and State Department officials.

Thirteen dining facilities and 11

Eleven bulk fuel sites have transitioned from U.S. Forces-Iraq to the State Department.

bulk fuel sites originally used by U.S. forces now serve the U.S. mission in Iraq. Transitioning the sites from U.S. Forces-Iraq to the State Department was transparent, Montemayor said, because the support personnel running those sites and the processes they used to operate

them didn't change significantly.

"One of the main differences is now we're billing and receiving reimbursement from the State Department instead of U. S. Forces-Iraq," he continued.

Disposition services are being provided at a new 5-acre disposition site at Sather Air Base, where a small group of DLA employees process scrap material, dispose of recyclable hazardous waste and demilitarize equipment.

"Some DoD equipment has transferred over to the State Department, such as [Mine Resistant Ambush Protected vehicles], so if the scenario calls for one of those MRAPs to be demilitarized, we have the facility right there in country to take care of that," Montemayor said.

The range of expertise needed to assist the State Department extends beyond that involved in food, fuel



Army Spc. Anthony Zane



Army Staff Sgt. Adellia Mead

and disposition services, and includes providing expertise in operational logistics planning, acquisition and financial management, and legal services.

Planning how much logistics support the State Department would need at each of its sites was challenging because the Iraqi and U.S. governments were still negotiating how many people would be allowed to maintain a long-term diplomatic presence in Iraq, added Air Force Col. Freddie Sherman, a Defense Department liaison between DLA and the State Department.

“You can’t forecast mission and mission support until you get permission to bring that footprint to bear, so working at high levels of government to get a consensus on the numbers was a challenge,” he said.

That no other U.S. embassy has been as large or approached such a mission made it even more difficult to forecast logistics support, Montemayor added.

“The scope and number of personnel is unlike that of any other embassy in the world, and the level of support they’re providing has never been done before. The embassy complex in Baghdad alone is like a small college campus,” he said.

Differences in how DLA and the State Department typically operate also created challenges as planners from both sides worked to understand each other’s perspectives.

“State officials thought in terms of

“We’re using existing contracts for food and fuel as a bridging strategy until the State Department can establish their own support contracts and self-sustain.”

— Carlo Montemayor

how they operate at any other embassy, where they outsource a lot of their support

to the local economy in a stable environment,” Montemayor said. “But Iraq is not a stable environment at this time, and DoD is used to doing business a certain way in an unstable environment.

“We were anticipating, like most people, that once U.S. forces left, the situation in Iraq might turn for the worse, but now we’re into the new year and, relatively speaking,


things have not gotten worse,” he continued. “I think we’ll eventually get to the point where the State Department’s approach for a commercial solution should work.”

The State Department’s goal is to

gradually wean itself off DoD contracts, Sherman added.

“The idea is that State will establish itself as a diplomatic, enduring presence, so as we look toward 2014, there’s going to be a contracting strategy that moves away from DLA contracts, which will be predicated on what happens in the region and the ability to find local sources for those commodities DLA is providing,” he said.

By using the existing logistics support, State Department officials will be able to watch for stabilization in terms of Iraq’s economy and relationships both inside the country and along its borders, Sherman said.

“We’ve had a favorable response from State. The logistics bridge is in place, and it’s enabled them to establish a presence without being concerned about trying to contract this capability on their own,” he added. 



A Soldier walks through a scrap metal site in Basra, Iraq, in 2010. A small group of Defense Logistics Agency Disposition Services personnel have remained in Iraq to process scrap material, dispose of recyclable hazardous waste and demilitarize equipment for the State Department.

Green Team



Story by Sara Moore

A famous frog once said, “It’s not easy being green,” but chances are he never met the team that is revolutionizing the way the Defense Logistics Agency does business and making it more environmentally friendly in all its business practices, garnering big successes along the way.

The DLA Supply Chain Sustainability and Hazardous Materials Minimization Team was established in November 2008 in response to executive orders and a governmentwide trend toward reducing hazardous materials and encouraging the use of environmentally preferred, or “green,” products. The team includes representatives from throughout the agency. Its members are logisticians, product specialists, business process analysts, chemists, engineers, acquisition specialists, standardization specialists, program managers, and technical and quality analysts, and they work together to make the agency greener and even more effective and efficient.

“We have a hard-working team,” said James Reed, DLA’s Hazardous Minimization Program manager. “Currently there are 36 members on our team, and we all work together, along with the military services. We’re out there promoting DLA [and] promoting environmentally preferred products.”

Reed runs the program tasked with tracking the receipt, storage and handling of hazardous materials while also reducing the use of such materials. The

other major program run by the Supply Chain Sustainability and Hazardous Materials Minimization Team is the Supply Chain Sustainability Program, which focuses on offering customers environmentally responsible products and services.

“With both these programs, the team works to bridge the gap between people in the environmental sector and people in the logistics world,” Reed said.

Often, similar initiatives are being worked on under the Office of the Under Secretary of Defense for Installations and Environment and the deputy assistant secretary of defense for supply chain integration, he said.

“If such initiatives can be linked, solutions can be reached more quickly and effectively,” Reed said.

Reed noted current efforts to eliminate a chromium-specific hazardous substance in surface coatings as an example. When the use of hexavalent chromium, a potential carcinogen, came up as an issue for the Defense Department, the Supply Chain Sustainability and Hazardous Materials Minimization Team spoke with logistics professionals to determine if replacing it with an environmentally preferred product would be feasible, he said.

“When you take the chromium out of the product, we have to go back to the services to make sure that they have alternatives to do this, number one,” he said. “Number two, if we do take it out, how will that affect the weapons systems and what they do?”



Sailors maneuver an experimental riverine command boat powered by a blend of algae- and petroleum-based fuel during an alternative fuels demonstration at Naval Station Norfolk, Va. The DLA Supply Chain Sustainability and Hazardous Materials Minimization Team helps DLA Energy promote the use of alternative fuels throughout the military.

— Photo by Navy Petty Officer 2nd Class Josue L. Escobosa



Navy Petty Officer 2nd Class Rufus Huckes

An Airman cleans the canopy of an F/A-18F Super Hornet prior to a flight in support of Operation Northern Edge 2011 at Joint Base Elmendorf-Richardson, Alaska. One of the recent products developed by DLA's Supply Chain Sustainability and Hazardous Materials Minimization Team was a microfiber cloth that can safely clean aircraft canopies.

Determining the effectiveness of green products also means conducting joint testing with the services and sometimes research universities, Reed said.

"The coordination involved with these green initiatives is why it's important for the team to have such a diverse makeup, representing all the DLA field activities and supply chain support organizations within DLA Headquarters. [It's] also why the team members are involved in many different government and industry working groups," Reed said.

Team members represent DLA and DoD on many groups, including the Interagency Task Force on Electronics Stewardship, the Federal Electronics Stewardship Working Group, the Interagency Energy Efficient Product Procurement Working Group, and the American Association of Textile Chemists and Colorists. The team also represents DLA in the European Union Registration, Evaluation, Authorization and Restriction of Chemicals Program, the result of a 2007

law that aims to improve the identification of the properties of chemical substances.

In addition to these large-scale projects, each DLA primary-level field activity runs specific programs to promote sustainability and environmentally preferred products. One specific program is the Hazardous Material Information Resource System, managed by DLA Aviation.

"This system is a database that contains material safety data sheets for hazardous materials and other information required by logisticians in the field," said Edilia Correa, chief of the Hazardous Information Programs Division at DLA Aviation.

Correa's division also includes the Hazardous Minimization and Green

Products Branch, which was created about two years ago in response to a push for more environmentally preferred products throughout the government.

"This branch works directly with DLA Aviation customers to identify products and materials that could be replaced by environmentally friendly alternatives," Correa said.

Calvin Lee, who runs DLA Aviation's Hazardous Minimization and Green Products Branch, said his team has always been heavily focused on collaboration with customers throughout the process of identifying products to be replaced and developing and testing environmentally preferred alternatives.

"We go out to the facilities and the different installations and stay in contact with them and dialogue with them on what their needs are and, based on that, try to work on a solution to solve that problem," Lee said. "It takes a good amount of effort and planning."

Some of the DLA Aviation team's notable achievements include working with Naval Air Systems Command's Aerospace Materials Division to develop environmentally friendly cleaners and solvents with low levels of volatile organic compounds, developing a microfiber cloth that can clean the canopies of aircraft, and developing anti-corrosion agents for the Army that are free from harmful chemicals.

"DLA Aviation's program is unique," Lee said. "The team tests the environmentally friendly alternatives it develops at military installations, resulting in direct feedback about whether a product works."

Once that is proven and verified by the military customers, the services coordinate the assignment of a national stock number for the new product to be incor-

Collaboration with customers is essential when developing products that will potentially be added to the DoD catalog, and new products must be verified by the military prior to being included.

porated into DLA Aviation's supply chain, making it available for all customers.

Collaboration with customers is essential when developing products that will potentially be added to the DoD catalog, Reed said, because DLA does not have the authority to add products without approval from the military.

"Any new product must be verified by the military prior to being included in the catalog, so the Supply Chain Sustainability and Hazardous Materials Minimization Team's quarterly meetings always include military representatives to speed up the process," he said. "We can provide a conduit to the service to be able to speak directly with a DLA representative for the area of supplies that they're looking for. They work hand in hand in developing the environmentally preferred products with our primary-level field activities."

DLA's other field activities have also achieved successes in the area of hazardous material minimization. DLA Troop Support Medical developed the Pharmaceutical Prime Vendor Reverse Distribution Program, in which customers return expired pharmaceuticals to manufacturers. Those items are properly disposed of by manufacturers, and credit is given to customers, ensuring that expired pharmaceuticals don't enter landfills or wastewater.

DLA Troop Support Subsistence reworked the flameless ration heater found in combat rations. "The gases in the heaters caused damage and were potentially hazardous to troops," said John Woloszyn, with DLA Troop Support Subsistence.

DLA Energy is working to expand the use of alternative fuels in military vehicles and aircraft, including bio-based

Two Airmen gather pharmaceutical supplies in the Expeditionary Medical System during an exercise at Camp Atterbury, Ind. One of the projects the DLA Supply Chain Sustainability and Hazardous Materials Minimization Team has worked on with DLA Troop Support is the Pharmaceutical Prime Vendor Reverse Distribution Program, in which customers return expired pharmaceuticals to manufacturers for proper disposal.

and renewable fuels and energy sources. DLA Land and Maritime also developed three new alternative connector finishes in lieu of traditional finishes that rely on the hazardous chemical cadmium.

"DLA team members are always working on new projects to enhance the use of environmentally preferred products," Reed said.

The Supply Chain Sustainability and Hazardous Materials Minimization Team has been recognized with several awards, including an honorable mention for the 2011 Secretary of Defense Environmental Award for Sustainability – Individual or Team and the DLA Environmental Award, he noted.

Reed said he sees DLA's hazardous materials minimization and sustainability mission growing as the military services look for more ways to be environmentally conscious without compromising mission effectiveness. He stressed

that the team DLA has in place is the right construct for going forward, because collaboration between different organizations throughout the agency and with customers is vital. Correa, of DLA Aviation, agreed, noting that the Supply Chain Sustainability and Hazardous Materials Minimization Team has been fully integrated from the start, leading to many of its successes.

"This is a program that, to me, has been very unique because from the very beginning, it was fully integrated across the enterprise and across all the supply chains," she said. "A lot of times, based on the uniqueness of our customers and the products that the supply chains support, we work separately from each other. And in this situation, even though we have some distinct differences, from the very beginning we partnered and decided the best way to do this is in an integrated fashion." 🌱

Air Force Airman 1st Class Samuel W. Goodman



GUARDING THE GRID

Story by Jonathan Stack

As cybersecurity becomes more crucial throughout the Defense Department, the Defense Logistics Agency has established its Network Operations and Security Center to combat cyber threats.

The DLA NOSC, primarily located in Columbus, Ohio, provides centralized monitoring of critical information technology systems, facilitates situational awareness, provides decision making information, and improves the speed and accuracy of initial responses to IT issues.

The center oversees four functions: the DLA Computer Emergency Response Team, the Network Management Office, the service desk and enterprise services.

The DLA Computer Emergency Response Team is DLA's certified computer network defense service provider, said Karen Schrieber, DLA Information Operations Enterprise

Solutions deputy director.

The response team provides around-the-clock computer security monitoring and incident response.

"The CERT diligently monitors DoD and Internet sources for threats and vulnerabilities that may impact DLA's ability to support the warfighter," Schrieber said.

DLA NOSC personnel protect the confidentiality, integrity and availability of critical assets to support DLA's global supply chain and customers through the use of automated tools and state-of-the-art network appliances, said Robert Dunlap, NOSC director.

"Computer network defense is enacted through proactive measures that enable effective detection, response and sustainment of the agency's operations that are reliant upon computing resources," he said.

The second program the center runs

is the Network Management Office, which operates the DLA Enterprise Telecommunications Network 24/7 year round.

"The agencywide telecommunications network includes state-of-the-art cybersecurity features and provides more direct access for DLA end users to DLA's online application systems," Dunlap said.

The network is DLA's portion of the DoD Global Information Grid, a unified, end-to-end set of information abilities for collecting, processing, storing, disseminating and managing data on demand to warfighters, policy makers and support personnel.

The NOSC's third service, the service desk, monitors the DLA Enterprise Telecommunications Network, as well as information assurance intrusion controls and key enterprise applications.



“The NOSC Service Desk provides situational awareness of the health and availability of DLA’s critical applications and services,” Dunlap said. “The service desk uses many tools to monitor DLA’s computers and networks.”

The HP Business Availability Center, one of the service desk’s flagship tools, can simulate users’ experiences, she said. The center manages application

The DLA Network Operations and Security Center oversees four functions: the DLA Computer Emergency Response Team, the Network Management Office, the service desk and enterprise services.

performance and availability and automatically generates reports and alerts when problems are encountered. It currently monitors 23 DLA business applications.

“When the BAC monitor indicates there is a problem, the service desk takes action to notify the appropriate offices that action is needed,” he said. “It is our goal to identify the problem before the end user does.”

The NOSC began operating enterprise services Sept. 30, providing centralized administration of information technology services that are used enterprise-wide.

“Not only did the NOSC take on a new mission, we also opened a new site colocated with DLA Information Operations New Cumberland, in New Cumberland, Pa.,” Dunlap said. “The alternate NOSC in New Cumberland also provides critical backup capability for

the functions performed at the NOSC in Columbus, Ohio.”

With people who are intent on cracking into DoD communications systems always on the move, both NOSC locations’ primary goal is to manage that threat, Schrieber said.

Doing that requires the NOSC and the DLA team as a whole to maintain vigilance, Dunlap said.

“Situational awareness is paramount to agency success, and we must continue to find ways to manage the cyberrelated challenges immediately and effectively,” Dunlap said.

When this goes well, average users will not even be aware of threats. When it goes poorly, critical business operations can be impacted, he said.

“It is the job of the NOSC to ensure this is managed well and decisively,” Dunlap said. 🌱

A Single Place for Business

Story by Sara Moore

Many of the Defense Logistics Agency's customers, including military organizations and industry partners, now have an easier way to access DLA's business applications and work with the agency.

The Enterprise External Business Portal, which went live in April 2011, is

expanding to include more customers and applications. This secure Web-enabled interface allows customers to log on once and access different DLA business applications within the Enterprise Business System. The release included the 339 Records Management System, formerly the Product Data Management Initiative, and demand data exchange collaboration. Phase

2 of the portal implementation includes Real Property in February and Reutilization Business Integration in March.

The new portal provides a single access point for all of DLA's external business applications, said Lawrence Gamble, DLA Tech Management supervisor in DLA Information Operations.

"It provides a single sign-on capability, meaning you only authenticate once to the portal and then, [with] every application that you are accessing, you don't have to log in over and over," Gamble said.

The single sign-on capability not only reduces hassles for customers, but it also reduces the amount of account administration needed on DLA's end, because customers have fewer opportunities to forget their passwords and user identifications, Gamble said.

The new portal also gives customers an improved experience, making it easier for them to access and use DLA's business applications, potentially improving the agency's relationships with its customers, Gamble said.

"It's just like any large company; you go on their website, and you can get anywhere in their company," Gamble said.

Phase 1 of the implementation included about 3,000 users, Gamble said, and the system has worked very well since it launched. This latest implementation adds about another



The Defense Logistics Agency's Enterprise External Business Portal is a secure Web-enabled interface that allows customers to access the agency's business applications.

“One of the most important things about this portal is it kind of provides a platform for all the future projects to leverage it, so that they do not have to build their own authentication engine, their own single sign-on.”

— Raj Raheja

40,000 users, he said, noting that this phase will be the system’s real test.

“Technically, we have a pretty solid platform,” he said. “We know that this platform can support all our users and applications. We just have to ensure that from the account administration and set-up perspective, that we are communicating all this information and get accounts set up in a timely manner.”

Raj Raheja, who leads the EBS and external portal team, said that his team is working with the human performance teams for each customer base to get the word out about the portal and encourage existing customers to create accounts. Also, when new customers want to access EBS applications, part of the approval process will include granting them access to the external portal, he said.

Later this year, the implementation’s third phase will take place, integrating Energy Convergence – the EBS system that manages DLA Energy’s supply chains – into the portal and adding another potential 12,000 users, Raheja said. After that integration, he said, the external portal team will work to expand the system to even more business applications.

“One of the most important things about this portal is it kind of provides a platform for all the future projects to leverage it, so that they do not have to build their own authentication engine,



Two Navy Seaman move supplies through the hangar bay of the aircraft carrier USS George H.W. Bush. The Defense Logistics Agency’s Enterprise External Business Portal, which provides a single Web-enabled point of access to agency business applications for external customers, helps increase the agency’s efficiency in delivering supplies to troops.

their own single sign-on,” he said. “It’s almost like this is a service that’s out there, and other projects that are coming down the line are all going to leverage this service.”

Gamble and Raheja both observed that because this system is a universal platform that standardizes the technology and processes for accessing DLA’s business applications, it may have the potential to increase DLA’s customer base in the future.

“We are streamlining a whole bunch

of things, so based on that, we do think that there is a very strong possibility that it will increase DLA’s profile and make it easier for external users to gain access,” Gamble said. ☑



The Enterprise External Business Portal can be found on the Web at: <https://business.dla.mil>

A Conversation with . . .

Vice Adm. Alan S. T

Former DLA Director Takes a Look Back at his Experience and Service to the Defense Logistics Agency

What were some of DLA's major accomplishments during your time as director?

We supported the responsible drawdown from Iraq and the surge of forces and operations in Afghanistan. The former involved extensive planning and execution to sustain remaining forces on scene in Iraq while helping with a massive reallocation of supplies and equipment. We also worked with the Department of State to ensure adequate support of their initial needs after U.S. forces departed. To support the surge in Afghanistan, we developed additional in-theater distribution and disposition capabilities and contributed to the establishment of the Northern Distribution Network in partnership with U.S. Transportation Command. That had a positive economic impact in countries along the NDN. The effort was led by Navy Rear Adm. Ron MacLaren and the



Defense Logistics Agency Photo

Navy Vice Adm. Alan S. Thompson
2008 - 2011

Joint Contingency Acquisition Support Office. Establishing the JCASO and building enduring relationships with all the combatant commands improved contingency contracting planning and support.

We improved performance of the Enterprise Business System, which allowed us to enhance customer support across the majority of our supply chains. We implemented the initial phase of EProcurement and moved forward with design work for

Energy Convergence, which is bringing DLA Energy into EBS.

We revitalized strategic planning and execution through the annual Director's Guidance process to drive major initiatives. We updated our robust agency performance review process to refine our monitoring of critical metrics and ensure progress on the major initiatives. In that vein, we overhauled all of DLA's governance forums and processes, which allowed us to achieve a greater level of collaboration and teamwork among the agency's senior leaders. As a result, we made more informed and better decisions.

We enhanced external communications with our stakeholders and customers as well as our internal communications with our workforce. We completely revamped DLA's online presence and increased our media visibility. We executed the We Are DLA initiative,

hompson

which clarified the roles of the agency's field activities and enhanced a single, integrated enterprise approach across DLA.

Implementing requirements from Base Realignment and Closure 2005 on time was a big accomplishment. BRAC allowed us to realize efficiencies in the procurement of depot-level reparable for all of the services and material support functions at service depot-maintenance activities.

We used a new Inventory Management and Stock Positioning capability to bring EBS to our added locations in a timely manner. We also brought nearly 86,000 additional consumable items under the agency's management. We also became the major human resources service provider across DoD, providing support beyond DLA to the Office of the Secretary of Defense staff and a number of other defense agencies.

We integrated a large part of the former Business Transformation Agency into DLA Information Operations as directed in Defense Secretary Robert Gates' efficiency initiatives. This allowed the segment of that agency's important mission of changing the way DoD develops and acquires new information

technologies to continue.

We re-energized our workforce development programs and focused on ways to improve the agency's cultural climate. We held more frequent culture surveys and followed up on what we learned to help improve leadership, culture and performance across DLA.

What were some of the biggest challenges you faced?

The agency expanded our primary focus beyond warfighter support in U.S. Central Command's area of responsibility to also place major emphasis on significant cost reduction. That shift was challenging but necessary in a time when we are trying to maximize the value of every taxpayer dollar we spend, even as warfighter support continued to be our highest priority.

There were some final BRAC implementation issues with the military services, especially in regard to industrial operational support functions at shipyards and air logistics centers that came to the agency.

We also committed significant attention to developing, supporting or refining potential logistics initiatives from DLA and others in responding to the secretary's efficiencies focus. Several, such as Strategic Network Optimization, will be

implemented in coming years while others remain possibilities for future enhancements.

Did you see the agency experience any growing pains during your tenure as things changed naturally with time?

Yes, there were plenty. Significant change is always hard. Implementing BRAC, including IMSP, was a tough challenge. Getting the then recently completed EBS to really hum was not easy. Beginning to intensively focus on cost reduction, both in our operations and in the things we buy from industry, was extremely demanding and will continue to be a challenge. And, as I discussed, ensuring we kept warfighters well supplied in Iraq while simultaneously supporting the withdrawal there and the surge in Afghanistan was both very rewarding and demanding.

What is your perspective on DLA's history leading up to your tenure?

When I came to DLA as director in 2008, I found a solid logistics organization that was very focused on the warfighter, especially in the USCENTCOM AOR, and this was all good. However, the environment was changing as we saw a time beyond Iraq and Afghanistan that included reduced defense

A Conversation with . . .

budgets. We worked hard to prepare DLA to continue its great support to the armed forces and DoD in this new environment while continuing to improve near-term performance.

What was the relationship like between headquarters and the field activities when you were the director?

This was another area of focus. We worked to get all elements of DLA Headquarters and the field commands to work in a highly collaborative, aligned manner. Through revised governance forums, improved communications and many other efforts, I think we substantially enhanced the relationships and increased the level of trust between headquarters and the field.

What do you think were the most significant changes DLA went through during your tenure?

Sustaining solid warfighter support while really moving out on cost reductions to prepare for a leaner financial future was a major change. Implementing BRAC 2005, including the human resources BRAC, on schedule and integrating nearly 6,000 new DLA team members, brought substantial change to the agency.

Initiating EProcurement, which standardizes contract writing for the entire agency, was changing a lot about the way we do business.

We improved DLA's reputation across DoD and the military services through improved performance and enhanced communications. Implementing the We Are DLA initiative also fundamentally changed the way we saw ourselves inside DLA

and how we were viewed by our customers and stakeholders.

And by increasing the frequency of the culture climate survey process that originally started under Navy Vice Adm. Keith Lippert, I think we further demonstrated DLA's commitment to continuous workforce development and support.

How much of a role did DLA play with humanitarian missions?

Our role following the 2010 earthquake in Haiti and 2011 earthquake and tsunami in Japan was significant and immediate, and it perhaps demonstrated DLA at its very best. Some of the first U.S. forces to arrive in Haiti were DLA personnel. We substantially augmented U.S. Southern Command's J-4 staff and worked seamlessly with many other participants in relief efforts.

DLA moved more than 163 tons of medical items, water and food to support service members and Japanese citizens affected by the disasters in Japan. During those crises, we got the right things to the right places at the right time, around the clock and around the globe.

What do you feel have been DLA's greatest strengths throughout the years?

DLA's workforce is its greatest strength; there is no finer team of logistics professionals. DLA team members demonstrate relentless focus on customer satisfaction and always look for better ways to provide support. Traveling the world and meeting a large part of the DLA team in action, whether forward with warfighters, working with maintainers or everywhere

DLA serves, was the highlight of my tenure as DLA's director. Our workforce has proven it can and will successfully deploy new technology and processes to enhance performance and reduce costs.

From your perspective as a DLA employee and customer, how did you see the agency evolve throughout the years?

DLA has always been on the leading edge of needed change in the defense logistics community. The continued focus on end-to-end supply chain management is the right path in DoD, and I was pleased to see this move well forward during my tenure. DLA has also been a source of great cost reduction over the years, and I know this will be expected, once again, in the next few years.

What are your thoughts on the state of the agency today?

DLA is well postured for the future. The workforce is superb. We have a very modern support infrastructure, whether it's information technology capabilities or facilities. DLA consistently receives and effectively manages the financial resources needed to accomplish the mission. The DLA leadership team, both at the headquarters and in the field, is superb, and there are no finer senior leaders than Navy Vice Adm. Mark Harnitchek, Mae DeVincentis and Ted Case at the top. I am confident they will lead DLA to an even higher level of support that will meet the warfighter-support and cost-reduction challenges ahead. With all of this in place, I think DLA has a very bright future.

Program Brings EBS to Norfolk Detachment

A program to bring the Defense Logistics Agency's technology backbone to DLA Maritime in Norfolk, Va., officially came online Jan. 31.

Inventory Management Stock Positioning brings the Enterprise Business System to DLA employees there.

"Together we have reached a major milestone with the much-anticipated IMSP go-live event," DLA Land and Maritime Base Realignment and Closure Office Director Don Schulze said. "With the activation of IMSP, we will be able to better meet the needs of the U.S. Navy."

IMSP will bring DLA's inventory network to bear in filling customers'

requirements at the shipyard, Schulze said.

"This program will give us the ability to leverage the DLA inventory network worldwide to support our customers' requirements and give us the capability to see industrial retail requisition demand patterns, which will greatly improve our ability to forecast customer requirements."

The Norfolk detachment became DLA's first shipyard detachment when it joined DLA Land and Maritime in May 2009 as a result of BRAC 2005 decisions. It supports Norfolk Naval Shipyard, in Portsmouth, Va., which repairs, overhauls and modernizes ships and submarines.

IMSP's goal is to support the military services' depot maintenance activities with improved customer-level inventory management. Spiral 1 of IMSP brought Air Force sites that came to DLA under BRAC 2005 into EBS. Spiral 2 is doing the same for Navy sites. It has four objectives:

- Improve demand-planning accuracy.
- Provide expedient order processing to maintain uninterrupted support to depot

maintenance customers.

- Integrate consumer and wholesale inventory networks into a single model.
- Protect local material from worldwide availability and consolidate retail and wholesale inventory management.

DLA Maritime in Norfolk Deputy Director Joe Long said team members continue to be optimistic about IMSP and expressed his appreciation for the effort that went into making it happen.

"We have had a great support group from the Navy, DLA Headquarters and Columbus (Ohio) along with (DLA Information Operations) experts, and most (were) on the ground for go live," he said.

Schulze said teamwork between DLA, Naval Sea Systems Command and Norfolk Naval Shipyard were crucial to making the integration successful.

(Note: Information taken from a DLA Land and Maritime BRAC Office article.)

— DLA Strategic Communications

DLA Disposition Services Engages in Texas Horse Trading

When a favorite horse in the caisson unit at Fort Sam Houston, Texas, didn't measure up to his fellows, DLA Disposition Services helped find him a new home.

The caisson unit there performs more than 100 military funerals a year. Just like their human counterparts, the horses in the unit need to be of similar heights. Tommy, described by members of the unit as a great horse to ride, didn't grow to that height. Still, he was a favorite of the Soldiers, and the Army decided he needed a new home.

When that decision was made, DLA Disposition Services at San Antonio was contacted. David Craft, a disposal services representative there, said the organization uses its website to advertise horses like Tommy to potential riders.

"This is the third horse we have done receipt-in-place for from Fort Sam Houston," Craft said. "The horses are placed on our website with photos and a brief description of the horse."

Tommy was only on the website for 30 days when the Yuma County, Ariz.,



Chief Deputy Leon Wilmot of the Yuma County, Ariz., Sheriff's Office, Tommy the horse, and David Craft from DLA Disposition Services at San Antonio.

Sheriff's Office picked him up. The Fort Sam Houston caisson Soldiers were present when Chief Deputy Leon Wilmot took Tommy to his new home.

"All of the officers and sheriff's posse members have to fund their own equipment and maintain our own equines," he said. "Tommy is owned by the sheriff's office and assigned to me as my designated mount."

While Tommy may have been too small for his Army mission, Wilmot said his new steed is a little larger than the other horses his office has, but the horse is fitting in with the others, he added.

"He has been a great mount. I look forward to using him in the upcoming details," Wilmot said.

— Jeff Landenberger
DLA Disposition Services

Gold Mine

Story by Jonathan Stack

Mines aren't the only places precious metals can be found. Gold and other precious metals are recovered and recycled from out-of-use and retired military items through the Defense Logistics Agency Disposition Services Precious Metal Recovery Program, at Battle Creek, Mich.

Gold is contained in items such as lapel pins, uniform emblems, buttons, badges and soldering alloys. Silver is contained in batteries, photographic paper, radar antennae and other items. Platinum and palladium are contained in items such as aircraft relay contact points and breakers, semiconductors, resistance alloys, and telephone switchboards.

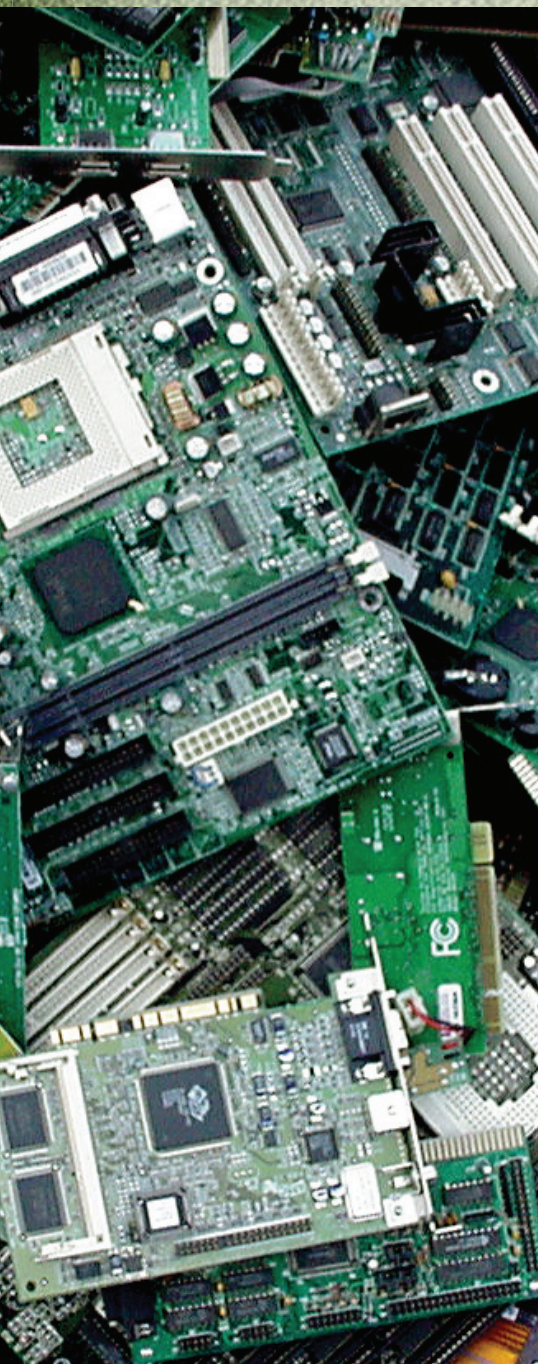
The program conserves taxpayer

dollars by selling precious metals to the military services at rates lower than their market prices, said William McCormick III, DLA Disposition Services Precious Metals Program contracting officer representative.

DLA is able to keep prices low because it sets them one year at a time rather than allowing them to fluctuate daily, said Linda Stonelake, DLA Troops Support supply planner.

"Commodities market prices fluctuate daily, and DLA's don't because they are set for an entire fiscal year,"

A Sailor performs maintenance on a radar antenna. Once the antenna reaches the end of its lifecycle, it will be sent to DLA Disposition Services Precious Metal Recovery Program's refiner to be recycled into silver bars.



Gold and other precious metals are recovered and recycled from out-of-use and retired military items, such as circuit boards, through the DLA Disposition Services Precious Metal Recovery Program, at Battle Creek, Mich.

— Courtesy Photo



Navy Petty Officer 3rd Class Kenneth Abbate

Stonelake said.

Per ounce, DLA sells gold for about \$665, silver for \$3.97, platinum for \$1,296 and palladium for \$337 in fiscal 2012. On Jan. 22, the market prices for those precious metals were \$1,663.70, \$31.93, \$1,525 and \$674 an ounce, respectively.

“We are able to do that because we don’t buy, sell or trade,” Stonelake said. “It’s a recycling program, which allows us to keep our prices down, and it’s a huge savings.”

The precious metals and items containing precious metals are collected at more than 100 sites around the world, then consolidated and sent to a refiner to be recycled, McCormick said.

Military services turn items into DLA Disposition Services, and if they contain recoverable amounts of precious metal, the primary-level field activity transports them to a refinery.

“Say I have 20,000 pounds of material, ... it goes to our one refinery that does all the work,” McCormick said. “The refinery will break it down and send it to DLA Troop Support to be stored.”

For example, the refinery will burn radiographic film, which contains silver, melt it and form the remaining silver into bars, he said.

Some items are considered hazardous materials, and there are specific processes to get them to the refinery.

“If it’s hazardous, such as batteries, then I have a contractor arrange pickup, because they can get environmentally

regulated trucks cheaper than we can,” McCormick said. “I send a task order to the contractor, and they are able to contact the site and schedule a pickup.”

If the item isn’t hazardous, McCormick will arrange for local

transportation to the refinery, he said.

Once DLA Troop Support receives precious metals from the refinery, the military services can requisition the metals for use at a price reflecting the cost of recovery.

“I handle the supply, storage and issue part of the program,” Stonelake said. “All the military services submit requisitions to me when they award a government contract that calls for government-furnished material.”

Stonelake then issues the raw precious metals from one of two warehouses DLA Troop Support manages to a vendor with a contract to use the item, she said.

Once an item has reached the end of its lifespan, Defense Department and participating federal civil agencies must turn in

all fine precious metals and precious metal-bearing property to DLA Disposition Services.

“It’s a mandatory requirement that all services participate in the program,” said Toni Acosta, DLA Disposition Policy logistics management specialist.

Acosta and his team at DLA Headquarters at Fort Belvoir, Va., set policy, enforce it and assist the activities and customers, he said.

“If there is an interpretation that needs to be rectified, we are involved,” he said. “We also have oversight of the program.”

Navy Petty Officer 3rd Class Johnlon Magsipoc



A Sailor prepares to work on a radar antenna. Radar antennae and other items containing precious metals are collected at more than 100 sites around the world, then consolidated and sent to a refiner to be recycled.

The team also publicizes correct procedures, informs customers about the program’s intent, and gives them the overall DoD perspective of precious metal recovery, said Terry Simpson, DLA Asset Management and Disposition Policy chief.

DLA has been responsible for the management of precious metals since 1974 under the Precious Metals Recovery Program. The DLA Disposition Services Precious Metal Recovery Program saved the Defense Department \$17 million in 2011 and more than \$235 million over the past 25 years. 🌟

The DLA Disposition Services Precious Metal Recovery Program helps conserve taxpayer dollars by selling precious metals to the military services at rates lower than market prices.

We are DLA

By Land, Sea or Air

By Jacob Boyer

Located on the northern edge of the San Joaquin Valley, Defense Logistics Agency Distribution San Joaquin, Calif., covers distribution services for an area far vaster than its namesake region. Warfighters from the east coast of Africa to the western banks of the Mississippi River benefit from the supplies that move through its locations in Tracy and Lathrop, Calif.

“DLA Distribution San Joaquin is the Defense Department’s western strategic distribution platform and DLA’s primary distribution point to the western United States and forces operating in and around the Pacific and Indian oceans,” said DLA Distribution San Joaquin Commander Marine Col. Adrian Burke. “We coordinate global material distribution and other logistics activities in support of U.S. forces worldwide.”

What today is DLA Distribution San Joaquin’s primary site came into service as the Tracy Sub-Depot of the Quartermaster Depot in Oakland, Calif., in 1942. In the 70 years since, it has supported U.S. warfighters in every conflict, Burke said. The distribution center, one of 26 in DLA Distribution’s

global distribution network, stores items with nearly 790,000 different national stock numbers valued at more than \$8 billion. In fiscal 2011, it shipped about 3.2 million items valued at more than \$27 billion to customers worldwide.

Two primary methods are used to ship items to customers, Burke said. Warfighters in and around the Pacific and Indian oceans are supported through the Consolidation and Containerization Point, where freight is consolidated into seagoing vans or air pallets from distribution centers, government agencies, independent vendors and DLA Distribution San Joaquin’s stock.

“Items from other distribution centers, government agencies and independent vendors account for

approximately 50 percent of the material shipped from the CCP,” Burke said. “On a monthly average, the CCP will ship more than 500 seavans and nearly 150 air pallets to customers stationed in Alaska or around the Pacific and Indian oceans.”

The Dedicated Truck Program serves customers in the continental United States. More than a third of the depot’s shipments leave on dedicated trucks, Burke said. The program features customized delivery schedules, reduced transit times and customized packing. Customers on the West Coast receive their deliveries either on the same day or overnight, Burke said, and those as far away as Pennsylvania can be reached within 72 hours.

“This process serves the warfighter and those who support the warfighter,” Burke said. “By arranging scheduled deliveries, our customers know how to staff their organizations accordingly for incoming freight. DLA Distribution San Joaquin is afforded the same luxury, as we know when the trucks are scheduled to arrive to pick up freight to the day and the hour and can plan staffing to that schedule. It’s definitely a win-win effort that supports





both parties and is a service that has become very important to our customer base.”

In addition to supporting broad distribution missions, DLA Distribution San Joaquin assembles and is the sole provider for unitized group rations, heat-and-serve meals used by units around the world daily, said Lueathel Seawood, division chief for the Inventory Management Division there. Three types of meal are assembled there: The UGR-B, UGR-Heat and Serve, and UGR-Express. The first two serve 50 warfighters and require field kitchens for preparation. The UGR-E, which provides a full meal for 18, heats the food in 30 to 45 minutes with the pull of a tab. More than 246,000 UGRs were shipped in fiscal 2011.

“The gives us a sense of being a part of the effort for the troops in the field by providing them quality food,” Seawood said. “We try to do that on time, every time, which is what we stand for.”

The former Sharpe Army Depot in Lathrop came into the DLA family in

Soldiers pull a tab to activate a unitized group ration-express. DLA Distribution San Joaquin is the sole provider for UGRs.

1990, and operations there and at Tracy and Oakland were consolidated into Defense Distribution Region West shortly after, Burke said. DLA Distribution San Joaquin received its new name as part of the We Are DLA initiative. Six other DLA tenants share the remaining locations in Tracy and Lathrop: DLA Installation Support, DLA Information Operations, DLA Transaction Services, DLA Disposition Services, DLA Document Services, and DLA Land and Maritime’s Western Region Product Test Lab.

DLA Distribution San Joaquin received the Occupational Safety and Health Administration’s Star Site des-

Aerial photo of DLA Distribution San Joaquin, Calif.

— Photo by DLA Distribution Public Affairs

ignation in 2011 as a national Voluntary Protection Program participant, an honor Burke said was the result of cooperation between DLA activities there.

“San Joaquin is the first DLA industrial site to receive this prestigious designation,” he said. “This accomplishment was reached through the cohesive whole-of-agency team, known locally under the ‘One Site, One Flag, One Team’ marquee.”

Burke said the team at DLA Distribution San Joaquin is proud of its support to warfighters.

“We take our responsibility as a strategic distribution platform, supporting the whole of the Department of Defense and the interagency governmental mix of customers and support requirements, very personally,” he said. “San Joaquin is proud that we are able to support the DLA Distribution global distribution network and to play our part in meeting the needs of our nation’s men and women in uniform anywhere around the world.”

Sarah Underhill





TRAVELING BILLBOARD

Story by Jonathan Stack

Attendees at a number of military conferences and trade shows across the United States are likely to see the Defense Logistics Agency display.

The DLA Conference Team gives the agency a face for customer outreach at the events. The team attends events associated with specific military services and joint-service events. Team members also attend non-Defense Department events such as law enforcement events since DLA is able to provide support to local and state first responders, said Les Hammond, DLA Logistics Operations Corporate Event program manager.

“We’re exhibiting at approximately 20 events annually,” Hammond said. “Most of them are military-service related, and they are all related to our core logistics mission. We are increasing awareness of DLA’s mission and the supplies and services we can provide.”

The DLA Conference Team attends three Marine Corps events, four Army events and several National Guard, Navy and Air Force events annually.

Representatives from the agency’s primary-level field activities join the team at most events.

“Depending on the event, the DLA booth will typically be staffed by representatives from DLA field activities and various headquarters program offices,” Hammond said.

Olivia Kortuem, a DLA Logistics Operations communications assistant, compiles a master calendar that lists all the events she is aware of from DLA Headquarters’ perspective and sends it to the agency’s field activities. They let her know if they are going to staff the DLA booth or have their own booths at these events.

Hammond said this coordination helps lessen confusion for customers.

“It’s my responsibility to ensure we have adjoining booths so DLA has one face at the event,” he said. “We do not want DLA spread throughout an exhibit hall.”

Attendees typically know ahead of time who the exhibitors are and where they are located, and customers can come to the booth if they have DLA issues.

“Due to our mission, customers seek us out with questions regarding support issues that can relate to any of the DLA supply chains,” he said. “Others have questions about the services we provide, whether that be distribution, logistics information, document processing or disposition. Still others have questions about various programs such as our Green Procurement Program or our Industrial Plant Equipment Program.”

Hammond said potential suppliers can also get their questions answered at the booth.

"We've seen an increase in the number of suppliers visiting the booth over the past year with questions concerning how to do business with DLA, how to get national stock numbers assigned, and how to get their items onto the DoD EMALL," he said. "We provide that information, including specific small business information, when applicable and also invite them to the DLA industry conference. My intent is to make sure we have the right people staffing the booth at each event to ensure we are providing the best possible customer outreach," Hammond said.

For example, a customer might have a question about finding an item through DoD EMALL, the military's online shopping center, and having a DLA Logistics Information Service representative present means the correct information can be found quickly for the customer, Kortuem said. Team members make sure they have handouts and brochures relevant to the event and the

people who come to the booth.

"I think our efforts are a great way to put a face to the agency," she said. "It helps to better identify the agency and build better relationships with our customers and suppliers. As DLA representatives interacting with trade show attendees, it is up to us to make DLA ... feel personable and ensure open lines of communication."

Establishing face-to-face relationships is an important part of the program, Hammond said. He noted that people he met several years earlier still send him emails if they need something.

"You should never underestimate the value of creating a face-to-face relationship," he said. "For many attendees this may be the only face-to-face contact they have with someone from DLA."

The conference team also partners with other DoD organizations at different events by sharing their booths.


"We are partnering with the DoD

Domestic Preparedness Support Initiative Office, in the Office of the Assistant Secretary of Defense for Homeland Defense and Americas' Security Affairs, with respect to first-responder events," Hammond said. "We have a really good partnership with them."

DLA Conference Team personnel have also reached out to U.S. Transportation Command because of the close relationship between the two organizations, he said.

"We've offered them a spot in our booth at some events," Hammond said. "Looking at partnership opportunities with other DoD organizations is an important initiative for us."

Overall, the program increases sales and the number of vendors doing business with DLA, which increases competition and can reduce prices, he said.

Upcoming events at which DLA is exhibiting can be found at: <http://www.dla.mil/pages/events.aspx> 

"We're exhibiting at approximately 20 events annually. Most of them are military-service related, and they are all related to our core logistics mission. We are increasing awareness of DLA's mission and the supplies and services we can provide."

— Les Hammond

Les Hammond, DLA Logistics Operations corporate event program manager, and Olivia Kortuem, DLA Logistics Operations communications assistant, discuss outreach at the agency display at the DLA Industry Conference and Exhibition in Columbus, Ohio. They travel with the display and provide customer outreach at various trade shows and conferences where other exhibitors are present.





I AM

DLA

My name is

Andre E. Johnson

I am

A supply technician at DLA Distribution San Joaquin, Calif.

Describe my job in a sentence:

I take care of incoming supply discrepancy reports, which are complaints from our customers when material they receive does not meet their requirements.

How long have you worked for DLA?

I started working for DLA five years ago on Aug. 21, 2006.

What is your favorite thing about working for DLA?

I like keeping the communication lines open with my fellow veterans.

What is your best memory of working here?

I like knowing that my job supports warfighters in getting what they need, when they need it in a timely manner.

How do I make a difference to warfighters?

Having spent 30 years in the United States Marine Corps from 1972 to 2002 and retiring as a master gunnery sergeant, I exhibit energy, initiative and passion while performing my assigned duties daily. My extensive amount of knowledge in the logistics field helps me to serve our warfighters in getting the material to them in a timely manner to accomplish their missions wherever they are located.

Andre E. Johnson

