

# LOGGLINES





# from the **DIRECTOR**

## Navy Vice Adm. Alan S. Thompson, SC, USN Director, Defense Logistics Agency

**F**ifty years ago our nation's military was at a defining point in its history. America was rapidly building up its warfighting capabilities in response to threats in Europe and the Pacific, and this monumental push for readiness led to calls for centralizing logistics functions across the services.

It was in this bustling, challenging time that the cornerstones were laid for what would become the Defense Logistics Agency, a means to integrate what until then had been widely different

logistics practices managed by each of the military branches. When the Defense Supply Agency was established in October 1961, its mission and network expanded quickly, tying in supply centers and service depots and establishing new subcomponents to manage contracting, automation and later distribution. Its single focus was providing world-class support to the nation's warfighters.

This fall we are in the midst of another defining moment in our history. We have reached the end of a decade in which our military has been engaged in prolonged contingency operations in an austere, logistically challenging environment. We have relied on near real-time innovation in weaponry and supply practices to sustain warfighters on battlefields spanning some of the most rugged terrain on Earth.

It is because of the lessons DLA

learned supplying forces during operations in Vietnam, Kosovo, Iraq, and now Afghanistan that we have continued evolving, adapting our practices to the changing needs of warfighters and the capabilities available from our stakeholders in industry.

On this, our golden anniversary, I can say that single focus on which we were founded 50 years ago is still at the heart of our operations every day. Each member of the DLA team, nearly 27,000 of them at locations around the globe, is dedicated to ensuring every Soldier, Sailor, Airman and Marine has what is needed to stay mission ready.

I am honored to have served for nearly three years alongside some of the most committed, determined individuals in the Defense Department. We are a single, focused team, united in our pursuit of logistics excellence. We are DLA. ★

## **LOGLINES**

Official Flagship Publication of the Defense Logistics Agency

### **DLA Director**

Navy Vice Adm. Alan S. Thompson

### **DLA Vice Director**

Mae E. DeVincentis

### **Chief of Staff**

Frederick M. Baillie

### **Director, Strategic Communications**

Douglas Ide

### **Deputy Director, Strategic Communications**

Jack Hooper

### **Loglines Staff**

Managing Editor	Kathleen T. Rhem
Editor	Jacob Boyer
Writer	Beth Reece
Writer	Jonathan Stack
Writer	Sara Moore
Layout/Design	Paul Henry Crank
Design Assistant	Joy Brunk

**Loglines** is the authorized publication for the Defense Logistics Agency's workforce of federal civilians, active-duty military and Joint Reserve Force augmentees at agency activities worldwide and industry customers of DLA. Contents of this publication are not necessarily the official views of, or endorsed by, the U.S. government, the Department of Defense or the Defense Logistics Agency.

**Loglines** is prepared electronically, using desktop publishing applications; no commercial typesetting costs are involved. Photos not credited are courtesy of agency sources. Submissions and correspondence may be sent to the following address:

**Headquarters, Defense Logistics Agency**  
**Office of Strategic Communications**  
8725 John J. Kingman Road  
Suite 2545  
Fort Belvoir, VA 22060-6221  
703-767-6200  
E-mail: [loglines@dla.mil](mailto:loglines@dla.mil)



[www.dla.mil](http://www.dla.mil)

[www.twitter.com/dlamil](https://twitter.com/dlamil)

[www.facebook.com/dla.mil](https://www.facebook.com/dla.mil)

[www.youtube.com/dodlogisticsagency](https://www.youtube.com/dodlogisticsagency)

# CONTENTS

September - October 2011

DEFENSE LOGISTICS AGENCY

## 50 Years of Logistics Excellence

### Gold-Standard Logistics

Established in 1961 as the Defense Supply Agency, DLA has supported U.S. warfighters through five decades of change and expansion.

2

### Flying High

Constantly evolving business systems have marked DLA Aviation's growth from World War II to today.

8

### Fueling Up

What started as a Department of the Interior organization managing petroleum now oversees a range of energy solutions as DLA Energy.

12

### Supply Foundation

DLA Troop Support traces its roots to the War of 1812, but the Philadelphia-based activity remains vital to modern warfighters.

16

### Expanding Logistics

From World War I trenches to mountain passes in Afghanistan, DLA Land and Maritime has supported ground and sea combat systems.

18

### Evolution

DLA Distribution has moved from consolidating distribution functions to deploying support teams in two decades of rapid change.

22

### Property Disposal

Whether material needed to be reused, scrapped or sold, DLA Disposition Services has made sure it was done correctly.

24

### From Offset to Digital

A consolidated Defense Department needed a consolidated printing service to serve its headquarters from its earliest days. DLA Document Services has accomplished that mission and more since.

27



pg 2



pg 12



pg 22



pg 27

## DEPARTMENTS

DLA NewsWire	29
A Conversation with ...	30
Money Matters	34
We are DLA	36
I am DLA	Back Cover

50 YEARS OF WARFIGHTER SUPPORT:

# Gold-Standard LOGISTICS

Story by Sara Moore

**F**rom the Defense Supply Agency to the Defense Logistics Agency; from a post-war concept to a worldwide logistics leader; from manual, paper-based systems to electronic systems that deliver instant results; DLA has come a long way in 50 years. But as America's premier combat logistics provider hits the half-century mark, its mission is as clear today as the day it was established: provide superb logistics support to America's warfighters around the world.

Defense Secretary Robert McNamara first established the Defense Supply Agency, which would later become the Defense Logistics Agency, 50 years ago, but the agency can trace its roots even further back, to World War II, when the fastest buildup of military forces in history forced the War Department to explore centralizing the management of military logistics and using uniform financial management practices.

During that time, the War Department collocated

the Army and Navy offices responsible for procuring petroleum products, medical supplies, clothing and other items. That move's success led to a recommendation from a presidential commission headed by former President Herbert Hoover to coordinate procurement, storage, distribution and transportation across the services.

Integrated management of supplies and services began in 1952 with the establishment of a joint Army-Navy-Air Force Support Center to standardize supply terminology. The Defense Department and the services defined the material that would be managed on an integrated basis as "consumables," meaning supplies that are not repairable or are consumed in normal use. Consumable items, also called commodities, were each assigned to one service to manage for all.

In the mid-1950s, the services each became single managers for selected commodities. The Army managed food and clothing. The Navy managed medical supplies,

petroleum and industrial parts. In each category, the single manager was able to centralize stocks and persuade the services to adopt the same standard items.

The concept, though successful, fell short of the Hoover Commission's recommendations. Each single manager operated under its service's procedures, and customers had to use different procedures for each commodity. In 1961, McNamara ordered the consolidation of the single-manager agencies. The Defense Supply Agency was established Oct. 1, 1961, and began operations Jan. 1, 1962. DSA took over administration of the Federal Catalog Program, Defense Standardization Program, Defense Utilization Program and Surplus Personal Property Disposal Program, and eight single-manager agencies became DSA supply centers:

- Defense Clothing and Textile Supply Center (Philadelphia);
- Defense Construction Supply Center (Columbus, Ohio);
- Defense General Supply Center (Richmond, Va.);
- Defense Medical Supply Center (Brooklyn, N.Y.);
- Defense Petroleum Supply Center (Washington, D.C.);
- Defense Subsistence Supply Center (Chicago);
- Defense Traffic Management Service (Washington, D.C.); and
- Defense Logistics Services Center (Washington, D.C.).

Over the next two years, DSA added more supply centers and service depots to its network. In 1965, DoD



**1961**

Defense Supply Agency established. Army Lt. Gen. Andrew T. McNamara named as first director in September.



**1962**

President John F. Kennedy institutes a quarantine on the shipment of offensive missiles to Cuba from the Soviet Union during the Cuban Missile Crisis.





consolidated most of the services' contract administration activities. Officials established the Defense Contract Administration Services within DSA to manage the consolidated functions, making it responsible for the performance of most defense contractors.

One of the first depots to be brought under DSA was the Army general depot in Tracy, Calif. Bobby Parsons was a computer systems programmer there at the time and spent 30 years leading DLA's automation efforts, retiring in 1993 as staff director for information services at DLA Headquarters. In 1963, DSA leaders designated the Tracy depot as the lead for designing automated systems, Parsons said. He was chosen as one of that effort's leaders. Parsons said he remembers when DSA bought its first computer. He helped write the requirements for the agency's computer procurement plan for all depots.

"Our first computers had a few thousand bits of storage and the first one I programmed, we programmed it in actual computer language," Parsons said. "You actually keyed in on the punch card the code you wanted to use. There were no inputs or outputs; you had to sit there and feed a card in and get a card out."

Starting in 1965, DSA faced its first wartime operations when U.S. forces were deployed to Vietnam. From 1965-1969, DSA shipped more than 22 million short tons of dry cargo and 14 million short tons of bulk petroleum to Vietnam. Total procurements jumped more than 50 percent from 1966 to 1967.

In September 1972, DSA's responsibilities expanded even further with the creation of the Defense Property Disposal Service, which later became the Defense Reutilization and Marketing Service and then DLA Disposition Services, in Battle Creek, Mich.

Army trucks wind along the side of the mountain over the Ledo supply road from India into Burma during World War II.

In 1977, DSA changed its name to the Defense Logistics Agency, in recognition of 16 years of growth and expanded responsibilities.

In the 1980s, DLA's responsibilities expanded even more. The 1986 Goldwater-Nichols Reorganization Act designated DLA as a combat-support agency, and a July 1988 presidential order transferred management of the nation's strategic materials stockpile to DLA from the General Services Administration. Soon after, DLA established the Defense National Stockpile Center as a primary-level field activity.

Retired Army Lt. Gen. Vincent Russo, who served as DLA director from 1986-1988, said the Goldwater-Nichols designation came in recognition of the enormous support relationship that



## 1963

Wholesale distribution established.

DSA sends medical supplies to flood victims in Indonesia.

## 1964

Following a congressional resolution and a communist attack on a U.S. installation in central Vietnam, the U.S. escalates its participation in the Vietnam War. The escalation would lead to a peak of 543,000 military personnel by 1969.

## 1965

Defense Contract Administration Services established within DSA.

Defense Item Intelligence Systems established in Battle Creek, Mich.

existed between DLA and U.S. forces around the world. He said he attended weekly meetings with the Joint Chiefs of Staff to keep up-to-date on support for military operations.

“I was always impressed with the high quality of support provided by DLA to the combatant commands,” Russo said. “This situation came about due in large measure to two fundamental conditions. First was the willingness of the leadership in the uniformed services to provide high-quality personnel to man key positions within the command, starting with the DLA command position. Second was the DLA workforce that, on a day-in, day-out basis, provided only the best support possible.”

In 1990, DoD directed that virtually all contract administration functions be consolidated within DLA. In response, the agency established the Defense Contract

“It was always difficult as you got new missions assigned to you, because they were not given freely.”

— Air Force Lt. Gen. Charles McCausland

Management Command, which absorbed the Defense Contract Administration Service. That year, DoD also directed that all distribution depots be consolidated into a single, unified material distribution system to reduce overhead and designate DLA to manage it. The consolidation was completed March 16, 1992.

Taking on distribution responsibilities from the services was a challenge, said retired Air Force Lt. Gen. Charles McCausland, who was DLA director from 1988-1992.

“It was always difficult as you grew and got new missions assigned to you, because they were not given freely.

They were given with some resistance,” McCausland said, noting that he worked for DLA four different times over the years. “But I think in the long run ... there was a realization that DLA was able to respond.”

The 1980s and 1990s marked many changes in DLA’s depot and distribution operations, said Don Brown, who spent 23 years working in DLA’s depot operations and was director of Defense Distribution Center Columbus, Ohio, from 1997 until its closure in 2008.

During that period, DLA adopted commercial business practices to improve operations and services to customers, especially in distribution, Brown said. One example of this shift was when DLA changed its practice of consolidating orders to save money on transportation.

“At the time we didn’t realize what the inventory impact was to the people in the field having to have a larger inventory out there because they had to wait such a long time to get the materials shipped to them,” Brown said.

DLA looked to commercial practices, such as those used by Federal Express, and explored using overnight delivery to speed up shipments and eliminate the

Boxes of food, clothing and equipment for combat troops are stockpiled for later shipment to the fighting front. World War II marked the first time the Army and Navy offices responsible for supplying troops pooled their efforts and was the beginning of what would eventually become the Defense Logistics Agency.



Defense Department Photo



1965

Defense Personnel Support Center is established to replace clothing, textile, subsistence and medical supply centers.



1966

DSA is involved in DoD’s Red Ball Express to speed deliveries to units in Vietnam within 168 hours.



Navy Petty Officer 2nd Class V.C. Naegale

This aerial view shows the then-Defense Property Disposal Office at Cubi Point in the Philippines. The Defense Property Disposal Office, now DLA Disposition Services, was established in September 1972 to better manage DoD property no longer used by the military.

need for large inventories, Brown said.

“We said, ‘If we adopt this practice, what’s it going to do? It may increase our transportation costs somewhat, but what’s it going to do overall to the inventory?’” he said. “As a result of that, the inventory that had to be maintained was reduced as we got more into it.”

The 1980s was a time of huge growth in the automation field in general and at DLA in particular, Parsons said. Personal computers became popular and the agency evaluated whether to maintain large mainframe computers or distribute processing to employees by giving everyone computers, he said. Parsons said he was a proponent of distributed processing, which is now how the agency has operated for many years.

“That’s what I was working for, to give employees the capability to do their own processes and have the ability to communicate with everyone but not have it running in some computer room somewhere where us computer guys could turn it off or it could be down

because it broke or we were maintaining it or something,” Parsons said.

During the 1980s, the organization that eventually became DLA Logistics Information Service worked with industry partners to automate the agency’s connection to contractors, Parsons said. DLA connected its systems so contractors could work with the agency to view requirements and get contract information.

In the midst of all this change, DLA was called on to support U.S. forces in operations Desert Shield and Desert Storm. From the start of the buildup of troops in Saudi Arabia in August 1990 to the end of combat nine months later, DLA responded to more than 2 million requisitions, totaling more than \$3 billion in food, clothing, textiles, medical supplies and repair parts.

McCausland cited the agency’s performance during the Gulf War as one of the greatest accomplishments of his tenure.

“As I think back, I can’t think of any

logistics issues that weren’t totally satisfied,” McCausland said of the Gulf War. “I can’t think of any serious shortages of commodities or items that the military services did not receive from us in that combat environment. Everything they needed we had and got it to them in the appropriate time.”

After the war, then-Secretary of Defense Dick Cheney and then-Chairman of the Joint Chiefs of Staff Army Gen. Colin Powell came to DLA Headquarters and thanked the staff for their efforts, Parsons said.

“They said that we had provided the best support; it couldn’t be any better,” Parsons said.

McCausland said he recalls Cheney making “a very positive statement that [U.S. forces] would not have been successful in Desert Storm without the support of DLA.”

DLA Headquarters also saw reorganization in the 1990s, with integrated business units for supply management, distribution and contract management being formed in March 1993, reducing the number of organizations reporting to the director from 42 to six. DLA Headquarters was relocated in 1995 from Cameron Station, in Alexandria, Va., to its current location on Fort Belvoir, Va. That decade also



## 1967

The U.S. sends three military transport aircraft with crews to provide Congo’s central government with logistical support during a revolt.

## 1968

The U.S. starts a bombing campaign against targets along the Ho Chi Minh trail in Cambodia and Laos. The bombings last two years.

saw a change in how DoD selected contractors, placing best value above low bidder. The best value approach put more focus on quality, delivery, effectiveness and past performance of contractors and set the stage for the agency's prime vendor program.

DLA continued its shift toward automation in the early 1990s, when it was one of the first adopters of electronic commerce. The agency developed an eMall approach as early as 1993, before most companies were even using the Internet. Backed by then-Director Navy Vice Adm. Edward Straw, DLA's e-commerce strategy earned the agency a Joint Meritorious Service Award in 1996 for providing improved access to higher qual-

ity products while reducing inventories and saving taxpayers \$6.3 billion.

Since then, DLA has continued to keep pace with technology and evolving business practices, developing various Web-based interfaces with customers and suppliers and modernizing its internal supply management system, the Business Systems Modernization program.

BSM, the agency's Enterprise Resource Planning initiative, was already under way when now-retired Navy Vice Adm. Keith Lippert took over as DLA director. He said he counts ERP as among both the agency's greatest successes and greatest challenges during his tenure, which lasted five years. Lippert arrived at DLA in July 2001, and when the attacks

of 9/11 happened, agency leaders debated whether to continue the ERP effort while supporting a new global conflict.

"My final conclusion was there really was no good time to do an ERP business transformation, because there was always something going on that would tell you there are other priorities," Lippert said. "So we made a decision to go ahead and continue the ERP effort. Everyone understood that this was going to be even more of a challenge because, at least in the ... first several years after 9/11, our business literally doubled."

BSM laid the foundation for the Enterprise Business System, which became the agency's technology backbone in 2007, after the BSM was integrated throughout DLA's supply centers. EBS replaced the Standard Automated Materiel Management System and Defense Integrated Subsistence Management System and has modernized the agency's supply chain management practices.

The war on terror firmly shifted DLA into wartime operations. One way the agency evolved was to enhance its customer-focused support, Lippert said. DLA had been developing this over the years as it worked with the services on demand planning and other efforts, but after 9/11 it improved this focus by putting more agency representatives in the field with customers, he said.

A warehouse worker uses a propane-operated forklift to stack supplies at one of many large Defense Logistics Agency warehouses.



Curtis Lambert



**1969**

DLA provides more than 75 items to the Apollo 11 mission, including space suits, life-sustaining packs worn by the astronauts and high-gain antennas responsible for the TV broadcast of man's first walk on the moon.



**1970**

U.S. forces conduct bombing raids inside Cambodia in a further effort to disrupt the Viet Cong.

# BASE REALIGNMENT AND CLOSURE

Over the years, DLA has been greatly affected by Base Realignment and Closure actions.

The BRAC 1993 process closed and renamed several activities within the agency. It also created Defense Supply Center Columbus, Ohio, merging operations from Defense Construction Supply Center Columbus and Defense Electronic Supply Center Dayton.

Don Brown, who spent 23 years working in DLA's depot operations and was director of Defense Distribution Center Columbus from 1997 until its closure in 2008, was intimately involved in the BRAC processes at DLA. Brown presided over multiple reductions in the center's workforce until a recommendation in the 2005 BRAC led to its closure.

The BRAC process has been beneficial to the agency, Brown said, even though it sometimes means closing facilities and shifting responsibilities.

"The footprint is so large that there are things that you need to do to shrink it down and make it more efficient, to make better use of your resources," Brown said. "It did bring the agency a lot of additional workload, too, that years ago they hadn't planned on. So that's the

big enhancement that the agency got."

As it celebrates its 50<sup>th</sup> anniversary, DLA is also finishing its implementation of the BRAC 2005 recommendations, which shifted significant additional responsibilities to the agency from the services.

In November 2010, as DLA entered its final year of BRAC 2005 implementation, DLA Director Navy Vice Adm. Alan Thompson wrote that BRAC 2005 "started a revolution at DLA," noting the new missions and capabilities the agency gained.

These new responsibilities include managing procurement of depot-level repairables – parts that can be repaired and reused through their usable life – across the services, delivering parts directly to industrial depot maintenance production lines, and managing private contracts for commodities. As these responsibilities were transferred, about 2,600 personnel were also transferred to DLA from the military services.

Redding Hobby, deputy director of DLA Logistics Operations, who led BRAC 2005 implementation during its final two years, said he believes it will be a catalyst for future changes in the way DLA does business.

Providing supply, storage and distribution for the military services gives the agency a better view of expenses, he said, and the efficiencies achieved can be applied to other DLA sites.

"Most of it will be an over-time savings that we have, being able to purchase in economies of scale, store and distribute property based on better demand planning, inventory management and stock positioning," he said. "So it will be an advantage and an efficiency that we will gain over time. But that's good, because it's not just a quick fix, ... it is a long-standing and enduring policy change and practice and business change for the agency."

Thompson agreed that BRAC 2005 will be a catalyst for future changes and said those changes will help the agency improve its operations and better support warfighters.

"With the BRAC implementation efforts, as with all that we do to support warfighters, our focus remains the same: to continue to transform DLA into an ever more agile, innovative and valued logistics partner," he said. "Our warfighters deserve our best effort. BRAC 2005 is helping us to give them just that."

— Sara Moore

"Over time, for various events and various reasons, DLA got more and more involved with the customers, the services," he said. "DLA evolved from really a hands-off perspective with the customer to being very engaged, and we see that with the customer service representatives and the liaison officers and the actual DLA people being right there with their customers."

Today, DLA has hundreds of employees deployed worldwide in DLA support teams, disposal remediation teams and other units.

DLA has also expanded its role in humanitarian missions over the years. McCausland said he remembers sending

excess supplies from the Gulf War to Bangladesh for typhoon relief and using surplus uniform fabric to make blankets for homeless people. Today the agency is one of the first responders when a humanitarian crisis occurs. In recent years, DLA has been intricately involved in relief efforts for the 2004 tsunami in Indonesia, hurricanes Katrina and Rita, the 2010 earthquake in Haiti, and the 2011 Japanese earthquake and tsunami, among others.

A significant reorganization within DLA in 2010 aimed to create a single-agency environment. The We Are DLA initiative was a process of renaming the agency's field activities to clearly identify

them as parts of DLA. For example, Defense Supply Center Columbus, Ohio, became DLA Land and Maritime, and Defense Supply Center Richmond, Va., became DLA Aviation. DLA Director Navy Vice Adm. Alan Thompson wrote that he believed it would be a vital step forward for the agency.

"The key to our success, now and in the future, may well rest on our ability to present ourselves as a cohesive, collaborative and forward-thinking organization. One in which we hold and demonstrate great pride in the unity of our mission, our values and our accomplishments," Thompson wrote. 🌟



1972

DSA becomes DoD's central manager of bulk fuel worldwide.



1973

DSA expands its support to troops by providing food items to overseas commissaries. Previously only U.S.-based commissaries were supported.

DLA AVIATION

# Flying High

Story by Cathy Hopkins  
Photos courtesy DLA Aviation

**A**s the Defense Logistics Agency celebrates 50 years of service to America's military, DLA Aviation is celebrating almost 70 years of support in Richmond, Va., where the installation was first activated in 1942 as the Richmond General Depot

under the command of the U. S. Army Quartermaster Corps.

World War II marked the peak of depot operations with more than 8,400 people employed who were supplemented by 1,200 German prisoners of war housed on a 50-acre camp adjacent to the depot.

Employees received, stored and supplied quartermaster, medical and engineering items.

The '60s brought Vietnam, reorganization and mission expansion to the depot.

Mary Cottrell began work as a clerk-typist supporting local procurement purchases in 1960 when the installation was known as the Richmond Quartermaster Depot and continues her service today as a supply technician clerk for DLA Aviation's Aircraft and Airframes Division III. She has worked at the

Officials load reel tapes into a mainframe computer at the Defense General Supply Center in Richmond, Va., in the late 1960s. At the time, the automated digital network there was among the East Coast's largest.



**1973**

Almost all U.S. military personnel depart Vietnam after the Paris Peace Accords. The last American combat troops leave the country April 30.

**1975**

DSA sends cholera vaccine to the World Health Organization.

The Quality Systems Audit Program is established to improve quality of supplies.

installation for almost 52 years.

“Back then, the procurement division had a total of 14 employees, including the boss, clerical employees, distribution, pre- and post-award, and four buyers,” she said.

With activation of the Military General Supply Agency in 1960 and its absorption by the Defense Supply Agency in 1962, the depot’s mission expanded to managing more than 30,000 general supply items. Escalation of the U.S. role in Southeast Asia drove the workload increase and another name change for the installation to Defense General Supply Center.

By 1967, DGSC was procuring more than \$731 million worth of general supplies. Managed items accounted for \$800 million in annual sales.

### Move Toward Automation

Technological progress was dramatic in the mid-to-late 1960s with the installation of four new computer systems, which were considered high speed at that time, in the center’s data systems division. DGSC was receiving more than 4,500 requisitions a day, which were processed around the clock. The center became home to one of the largest data processing facilities on the East Coast.

Cottrell said she remembers the transition from typewriters to computers. “I remember one girl sitting at a control desk and we were inputting data into computer terminals called Phase 4,” she said. “At noon she would tell us to stop and take the reel tapes to the main computers in data systems. Then, if there were any errors, we would re-input the data.”

In the 1970s, things got even busier.

More employees worked on the installation, and workloads increased to include additional federal supply classes such as ecclesiastical and mortuary supplies.

Alma Charles, acting deputy director of DLA Aviation Supplier Operations and chief of Commodities Division II, started in 1972 as an inventory management intern straight out of college.

“At that time, all training was on site and on the job,” she said.

In 1981, DGSC started communicating with its headquarters across the miles, both visually and vocally, using a predecessor to current video-teleconferencing equipment called the Gemini 100 Electronic Blackboard. Gemini was a leased system that used telephones and specially designed blackboards for graphic and voice communications between DLA and its field activities.

Charles said that early in her career, employees typically specialized in one area and did not often work in more than one area.

“When I first came to the center, we were a stovepiped organization,” Charles said. “Supply, procurement and technical operations were divided into separate areas. Inventory managers were responsible for ... the whole nine yards for an item. Unless you were a self-starter, you didn’t learn about other disciplines.”

Meggan McCarter, who started with DGSC in 1981 in the Office of Data Systems and is now deputy director of DLA Finance Richmond, said there was no standardization across the directorate.

“Nothing touched systemically,” she said. “We were an inventory control point with general supply items.”



A Defense General Supply Center team member searches for a reel tape for one of the Defense Supply Agency’s earliest computers.

In the early 1970s, Charles said, the center had none of the automation it takes advantage of today. Work was done on paper forms.

“As inventory management specialists, we got the demands, the customer forecasts and generated purchase requests to initiate the buy. We documented all we did on a ‘Big M,’ Form 690, a key tool of inventory managers,”



**1975**

President Gerald Ford orders U.S. military forces to proceed with the planned evacuation of U.S. citizens from Cambodia.

**1976**

Helicopters from five U.S. naval vessels evacuate about 250 Americans and Europeans from Lebanon during fighting between Lebanese factions.

**1977**

DSA renamed Defense Logistics Agency.



“We documented all we did on a ‘Big M,’ Form 690. ...The biggest change for me was moving from manual to automation.”

—Alma Charles,

Charles said. “The biggest change for me was moving from manual to automation.”

In 1984, DGSC developed the Paperless Order Placement System, the Defense Department’s initial electronic commerce and data interchange application. POPS passed customer requisitions to suppliers for immediate direct shipment from commercial stocks rather than from government warehouse inventories.

“POPS was when we still had a lot of general items we managed, like batteries and film that were readily available from all kinds of suppliers,” McCarter said. “It was a way to get a request out the same day to the supplier by electronic data interchange, auto phone, mainframe or fax and avoid time and costs associated with manual

paperwork. POPS increased sales dramatically in general items like building lighting, batteries and film.”

Brenda Longest, who retired from DSCR in 2007, served as the supply chain’s chief marketing officer in the 1990s.

“POPS is often cited as the original DoD effort to take advantage of standard commercial practices in conducting logistics support for America’s military services,” she said.

### Aviation Focus

In 1985, DGSC assumed management of aviation structural components, laying its foundation as a key contributor to aviation support throughout DoD.

In 1990, DGSC fielded additional

systems to enhance its processes. The Automated Inventory Management Support System facilitated the recommended buy decision process and established the activity’s first local area network, linking employee desktop computers to mid-tier and mainframe computers. The DLA Pre-Award Contracting System is still in use today. DGSC’s organizational structure changed from functional stovepipes to product centers in the late 1980s and early 1990s.

By 1992, DGSC had changed from a functionally based organization to a commodity-based one.

“The move was a critical step to eliminate communication barriers between major directorates and have individuals from a variety of disciplines sit together,” said Cindy Kubat, who was the deputy leader of Product Center 7 and is currently deputy director of DLA Installation Support in Richmond. “Item managers, acquisition, equipment and quality assurance specialists were moved to physically sit together in the same location, even though the directorate reporting structure remained in place.”

Kubat said training empowered employees to make decisions without going to their direct chain of command, and business plans were built to define product center goals.

“The intent was that each group working the same federal supply classes would be in the same location and solve problems immediately, versus sending forms across bays and buildings,” she said.

Workers at the Defense General Supply Center assemble fabric lines for parachutes.



1977

Defense Contract Administration Services Region Los Angeles is responsible for the design, property and quality assurance of NASA’s Apollo-Soyuz space project, the first joint flight of the U.S. and Soviet space programs.



1979

DLA provides medical supplies to earthquake victims in Pakistan.

All disciplines came under one umbrella, and employees became multi-functional, Charles said.

“Product center leaders were required to know about each discipline. IST leads had control over the whole product,” she continued. “It was almost like cradle to grave. It was all about supporting the warfighter.”

Charles said original equipment manufacturer divisions were also piloted under product centers, allowing for further refinement of business plans and increased communication.

“This organizational innovation swept from DGSC to other DLA supply centers and eventually to DLA Headquarters,” McCarter said.

In 1996, the Defense General Supply Center’s name changed to Defense Supply Center Richmond. Shortly after the new name took effect, agency leaders started talking about supply chain management, McCarter said.

“It was about the time (the agency) started a Virtual Prime Vendor Program and began discussions to update our automated systems to the current Business Systems Modernization. In an initial step toward a supply chain focus, the agency also made federal supply class transfers between field activities. The agency was looking at how it organized work, and the idea of managing by supply chains came into being,” she said. “The cradle-to-grave approach allowed each supply chain to focus on a certain area, which led to better relationships with suppliers.”



### Business Systems Modernization

In 2000, Business Systems Modernization was formally initiated as a new major acquisition program within DLA.

“We transferred to BSM because the [older] systems were becoming technologically dated,” Charles said. “Everyone felt like we had made too many Band-Aids to [the previous system] and it was time to cure the problem, so the agency contracted out for a state-of-art system competitive with commercial industry.”

In 2004, DSCR prepared the center to manage supply chains rather than supply classes and prepared for BSM deployment. Big Bang, the name coined for the deployment and reorganization, affected the entire workforce, physically relocating 2,000 employees on the center and changing job titles for some.

Also during this time, BSM replaced legacy computer systems to improve customer support, lower operational costs and streamline operations.

“BSM and its resulting reorganization

Workers put up a sign at the Richmond Quartermaster Depot, the facility where DLA Aviation resides today in Richmond, Va.

within DLA Aviation made DLA and its field activities customer and supplier facing, making it easier for customers and suppliers to do business with one entity within DLA,” said Amy Gonzalez, a DLA Aviation change management specialist.

DSCR forged another link in the supply chain concept by standing up a DLA Land and Maritime detachment at the center and an aviation detachment in Philadelphia in 2004. The stand-ups marked the establishment of supply chain detachments at the DLA inventory control points, transforming the agency from a lead center concept to a supply chain focus.

“With rollouts of personnel and items completed in 2006, BSM allowed the center to leverage the benefits of commercial off-the-shelf software and reengineered business practices to enhance customer support,” Gonzalez said.

— continued on next page



### 1980

The Meal, Ready-to-Eat, adopted as the main U.S. military combat ration, is tested by Defense Depot Mechanicsburg, Pa., throughout 1980.



### 1982

President Ronald Reagan orders the deployment of 1,200 Marines to serve in a temporary multinational force to facilitate the restoration of the Lebanese government’s sovereignty.

— continued from previous page

**BRAC 2005**

DSCR’s mission expanded greatly between 2007 and 2009 with the implementation of Base Realignment and Closure 2005 legislation. DSCR privatized its supply storage and distribution management of tires, packaged petroleum, oil and lubricant products, and compressed and liquefied gases. The center also broadened its mission as a supply chain provider beyond its traditional wholesale role when it moved into consumer-level retail supply logistics.

During this timeframe, DSCR activated six industrial support activities and five depot-level repairable activities, moving aviation closer to military industrial maintenance production lines and the artisans performing weapon system repairs.

In July 2010, DSCR changed its name to DLA Aviation, unifying its more than 3,900 employees across the U.S. and more closely aligning it to the larger DLA enterprise.

Today, DLA Aviation manages 1.3 million repair parts and supply items, conducts business with more than 5,400 suppliers, serves 24,500 customers, and processes 6.41 million customer orders annually.

“This year, we celebrate five decades of supply chain support to our military aviation customers,” said Air Force Brig. Gen. Scott Jansson, DLA Aviation commander. “This longevity is a credit to the dedicated service of many thousands of government civilians and military personnel, past and present, who’ve maintained a laserlike focus on meeting our warfighters’ needs.”

**DLA ENERGY**

# Fueling Up

Story by Chris Goulait  
Photos courtesy DLA Energy

**W**ith a history that spans more than 70 years, dating back to World War II, Defense Logistics Agency Energy provides the Defense Department and other government agencies the energy they need to accomplish their missions.

“Our workforce is, and always has been, committed to providing the

warfighter with comprehensive energy solutions in the most effective and efficient manner possible,” said Navy Rear Adm. Kurt Kunkel, DLA Energy commander. “Our 1,100 dedicated professionals stationed around the world have one goal in mind, that of supporting the overall DLA Energy mission. Each

An Air force jet prepares for a mid-air refueling.



**1983**

DLA opens Headquarters DLA Europe to strengthen communications with joint commands and military service headquarters in Europe.



**1985**

The Defense Property Disposal Service is renamed Defense Reutilization and Marketing Service.

and every day, no matter how difficult or challenging the task, DLA Energy employees exceed all expectations by meeting the warfighters' energy requirements."

The organization was originally an entity of the Department of the Interior known as the Army-Navy Petroleum Board, which administered petroleum requirements during World War II. In 1945, the organization was transferred to the War Department and became the Joint Army-Navy Purchasing Agency.

The organization underwent several name changes, but its mission of meeting petroleum requirements remained essentially the same until 1962. At that time, what was then the Defense Petroleum Supply Center became a part of the new Defense Supply Agency. In 1964, DPSC was renamed the Defense Fuel Supply Center and designated as the single entity to purchase and manage DoD's petroleum products and coal.

In 1973, DFSC progressed from wholesale fuel central procurement to a more comprehensive mission as the integrated material manager for DoD petroleum. Under Phase I of IMM,

the organization began managing the acquisition, storage, distribution and sale of fuel, with its responsibilities ending upon delivery to installations. Phase II began in 1991, expanding the ownership of bulk petroleum products to include most bulk storage installations.

DFSC's mission expanded further in 1990, adding the supply and management of natural gas to its portfolio. Under this program, the services' natural gas requirements were consolidated and centrally procured to provide natural gas to customers when this was found to be cheaper than using gas from local distribution companies.

The center began a new chapter in its history in 1998 when it was renamed the Defense Energy Support Center. The name change brought a new mission to build an energy program aimed at moving out of energy infrastructure management and into energy product management.

The initiative to deregulate electricity

A refueling team member prepares to refuel a helicopter in this undated photo.



The Defense Fuel Supply Center progressed from wholesale fuel central procurement to the integrated material manager for Department of Defense petroleum.



**1986**

The Space Shuttle Challenger explodes during liftoff in January 1986.

**1988**

DLA assumes management of the nation's stockpile of strategic materials from the General Services Administration. Soon after, DLA establishes the Defense National Stockpile Center as a primary-level field activity.

in the U.S. added still another mission to DESC's responsibilities. As states deregulated, DLA Energy pursued and awarded contracts for electricity services for DoD and federal agency installations in the same manner as it did for natural gas.

DESC also took on the Air Force's role as the integrated material manager for space-related products and services, providing support and business solutions to DoD, other federal agencies, government contractors and academic institutions. Later, the activity began

As states deregulated, DLA Energy awarded contracts for electricity in the same manner as it did for natural gas.

managing bulk aviator's breathing oxygen and liquid nitrogen.

"Since [the aerospace energy business unit] already provides full supply chain management and serves as the DoD IMM for all other bulk cryogen products used by the military, both products fit perfectly into the [directorate's] product

portfolio," said DLA Energy Director of Aerospace Energy Sharon Murphy.

DLA was designated the executive agent for bulk petroleum in August 2004, and DESC took on responsibility for the management of all DoD bulk petroleum, with an emphasis on improving efficiency and minimizing duplication and redun-



Soldiers in World War II prepare for a fuel convoy. The Army-Navy Petroleum Board, DLA Energy's earliest incarnation, managed petroleum during the war.



**1989**

The U.S. deposes general, dictator and de facto Panamanian military leader Manuel Noriega in Operation Just Cause.

Army Gen. Colin Powell becomes the youngest chairman of the Joint Chiefs of Staff

**1990**

DoD directs the consolidation of all distribution depots of the military services and DLA into a single, unified material distribution system.



Workers lay pipeline for the movement of petroleum.

dancy within the supply chain.

“This has truly been a joint partnership among the military services, combatant commands and DESC, with each contributing to the initial achievements of the program,” Bill MacLaren, then-deputy director of the Executive Agent Office, said on the first anniversary of the designation.

DESC incorporated emerging areas of renewable and alternative methods to satisfy customers’ energy needs into its mission in 2009. As the nation embraced conservation, the need for energy security and a renewed awareness of environmental impacts, DESC focused on solutions to meet these challenges, said Kim Huntley, then-DESC director. Its business units continued to pursue solar power, hydrogen power, synthetic fuels and other alternative fuel and renewable energy sources.

“We are continuing a step further in our energy support commitment to

our customers,” Huntley said at the mission’s launch. “We are branching off, engaging and embracing the technology, science advancements and emerging opportunities in the field to ensure our provided energy solutions remain unsurpassed for our customers’ requirements and sustainment goals.”

DESC became DLA Energy in July 2010 as part of the We Are DLA initiative. Despite changes in organization structure and an expanded mission, DLA Energy continues supporting warfighters and managing the energy sources of the future.

“In the years to come,” Kunkel said, “DLA Energy will continue to evolve and transform. We must and we will become even more effective and efficient to meet warfighters’ needs. In a time when world events can produce an evolving and ever-changing environment, DLA Energy will continue to steadfastly support energy requirements, remain agile to address emergent energy needs, and aggressively engage to support potential new energy solutions.” 🌟



Fuel hoses connect two ship conducting a refueling at sea.



### 1991

In response to the Iraqi invasion of Kuwait, the U.S. and 31 other nations deploy forces to Saudi Arabia to liberate Kuwait in operations Desert Shield and Desert Storm.



### 1991

DLA supports operations Desert Shield and Desert Storm with more than \$3 billion in food, clothing, textiles, medical supplies and repair parts.

DLA TROOP SUPPORT

# Supply Foundation

Story by Janeen Poulson  
Photos courtesy DLA Troop Support

**F**or almost 200 years, Defense Logistics Agency Troop Support and its precursor organizations have been behind the scenes ensuring mission success for the nation's men and women in uniform. Its foundations have evolved into the current organization: a \$14 billion entity with four supply chains providing medicine and medical supplies, food and water, uniforms, and construction material and equipment.

### The Beginning

The history of DLA Troop Support dates back to the War of 1812, when Schuylkill Arsenal in Philadelphia housed the guns, ammunition, and clothing and textiles needed to fight the three-year war.

Once the war ended, the arsenal changed its mission to manufacturing, storing and supplying clothing and textiles for the troops. To assist in this mission, Schuylkill Arsenal employed

local seamstresses to create uniforms in their homes.

As the years went on and new wars were waged, the need for support increased. During the Civil War, an additional 10,000 seamstresses were hired to make uniforms for Union Soldiers. In 1926, the organization moved to a larger facility in South Philadelphia and was renamed the Philadelphia Quartermaster Depot. The newly constructed building offered more office space and included a factory. This was just

The organization that eventually became DLA Troop Support moved into the Philadelphia Quartermaster Depot in 1926.

in time for the ramp up of more than 8 million service members fighting in World War II.

### The DLA Connection

In 1961, when Secretary of Defense Robert McNamara decided that all military logistics organizations were to come together, the Philadelphia Quartermaster Depot fell into the fold.

By 1965, American troops were receiving support from all across the United States. Clothing and textiles were procured in Philadelphia. The Defense Subsistence Supply Center in Chicago provided food for the troops, while the Defense Medical Supply Center in Brooklyn, N.Y., supplied pharmaceuticals and medical equipment. The two organizations moved operations to Philadelphia that year, and the Defense Personnel



1991

Supplying support to American combat forces during operations Desert Shield and Desert Storm, DLA earns the Joint Meritorious Unit Award.



1992

DLA supports Hurricane Andrew relief efforts in Florida.



Fabric for uniforms waits for seamstresses at the old Philadelphia Quartermaster Depot during World War II.

Support Center was officially established.

DPSC also played a key role when DLA took responsibility for managing troop feeding and commissary support in the early 1970s. The organization continued to adapt to changing military operations until the end of the millennium.

### Building on the Foundation

The 1990s brought about change for DPSC. At the start of the Gulf War, the Base Realignment and Closure Commission decided the closure, realignment and merger of organizations across the country would be more effective and fiscally responsible. The Defense Industrial Support Center, located in northeast Philadelphia, was on the list for closure. DISC procured general and industrial needs for the troops. In 1995, the BRAC Commission ordered the elimination of DISC, and the management and responsibilities of the general and industrial commodities were transferred to DPSC. With DISC's 1999 disestablishment, DPSC was renamed Defense Supply Center Philadelphia and moved from the city's south to its current location in northeast Philadelphia.

With BRAC, DSCP's responsibilities were expanded to include construction material and general industrial items. With four supply chains supplying essentials to the nation's men and women in uniform, DSCP became one of the largest-producing agencies within DLA.



### Not Just War

While the overall goal of DSCP was superior warfighter support, the organization had an active role in peacetime missions and humanitarian relief efforts as well. From hurricanes Andrew and Katrina to the rebuilding and support of Bosnia and Haiti, DLA Troop Support has been on the forefront of providing food, medicine, building materials and supplies to those in need around the world.

One of the biggest humanitarian missions occurred during Operation Unified Response in Haiti. After the country suffered a devastating earthquake in January 2010, DSCP ensured the U.S. Naval Ship Comfort was fully stocked to provide medical aid to those affected by the tragedy.

### One DLA

The concept of We are DLA was established by DLA Director Navy Vice Adm. Alan Thompson in 2010. The director's goal was for all DLA organizations to have an overall sense of unity.

"My guidance at the start of this project was to build a concept that would strengthen our position as the leader in defense logistics in name and in spirit, so that we can achieve our full potential as an enterprise," Thompson wrote in a message to DLA employees when the concept was initiated.

As a part of this initiative, DPSC's name was officially changed to DLA Troop Support. Today, the primary-level field activity continues to provide the best support to Soldiers, Sailors, Airmen and Marines worldwide. With more than \$14 billion in sales in fiscal 2010, the organization continues to do its part to establish DLA as America's leading combat logistics support agency.

On July 13, 2011, Navy Rear Adm. David Baucom took the helm of DLA Troop Support as its second commander.

"It is my honor and privilege to lead an organization so rich with history and with such an important mission," Baucom said. "We will continue to focus on providing exceptional support for the warfighter, now and well into the future." 🌟



1993

Base Realignment and Closure legislation consolidates many DLA functions, closing locations in South Carolina, California, Ohio and Utah.



1994

DLA deploys an initial element to support operations in Haiti and establishes its first contingency support team.

DLA LAND AND MARITIME

# Expanding Logistics

Story by  
Michael L. Jones

**D**efense Logistics Agency Land and Maritime, a vital component of the DLA family that supports the nation's warfighting efforts, has undergone numerous transformations and emerged as the highly regarded logistics support

operation it is today.

The installation in Columbus, Ohio, has a storied history. Expanding logistics demands during World War I created an emergency need for new military depots, and Columbus was selected for its strategic access to three important railroad lines.

DLA Land and Maritime's core was formed through a series of Base Realignment and Closure actions that resulted in DLA's creation of Defense Supply Center Columbus in 1996. The center's importance is exhibited by its participation in every major military engagement since World War I. In fact, warehouses built in 1918 were still used throughout the 1990s.

DLA Land and Maritime's ability to meet the needs of military operations worldwide was spotlighted by its selection

Defense Construction Supply Center employees process incoming and outgoing items in the 1970s. The facility managed more than 352,000 items, provided warehousing services to the Defense Civil Preparedness Agency and handled emergency equipment for the General Services Administration.



**1995**

Based on the 1988 Base Realignment and Closure recommendation to close Cameron Station, Va., DLA Headquarters and its collocated activities move to Fort Belvoir, Va.

**1997**

The U.S. military airlifts 900 personnel from Sierra Leone as the capital city is overrun by marauding troops.

for the 2011 Commander in Chief's Annual Award for Installation Excellence.

"For more than 93 years, logisticians here at Defense Supply Center Columbus have supported worldwide military operations with time-critical logistical support," said Army Brig. Gen. Darrell Williams, DLA Land and Maritime commander. "The name of the installation has changed 14 times over this period, but what hasn't changed is the quality of our Defense Logistics Agency Land and Maritime workforce and its commitment to providing world-class support to our nation's warfighters. From support to the Army and Marines in Iraq and Afghanistan to material support to our Navy in the shipyards, the 3,100 associates of DLA Land and Maritime take great pride in the spare and repair parts we deliver around the world to all of the military services."

DLA Land and Maritime serves more than 24,000 military and civilian customers around the world. The organization also works with more than 10,000 contractors who play a pivotal role in fulfilling its mission as a worldwide logistical supply chain manager.

DLA Land and Maritime also supports humanitarian relief requests from across the globe. Food, clothing and emergency equipment – anything that might be needed in an emergency situation – have been delivered when requested. DLA Land and Maritime provided assistance to Japan in response to



its earthquake, tsunami and nuclear accidents and delivered emergency logistical support to U.S. citizens in New Orleans in response to Hurricane Katrina.

Improving efficiency in managing the complexities of those logistical challenges is an area in which DLA Land and Maritime continues to demonstrate sustained progress. DLA Land and Maritime customer representative Bill Bartley, who represents DLA to 2nd Marine Expeditionary Force at Camp Lejeune, N.C., and has been with the agency for more than 25 years, noted how much the agency has improved its efficiency and customer service during his time.

"We didn't have computers to rapidly retrieve account information like we do now," Bartley said. "Everything was done manually. Each time we got an order or inquiry from a customer, we had to go to this huge room of file cabinets and search folders for stock numbers, and then we had to search additional folders to ensure we had the customer's account history correct. It was tremendously time consuming, and customer response times were often measured in hours, not minutes like our computerized systems

enable us to do today."

Williams explained that nurturing logistical efficiencies required both patience and firm, steady leadership to keep all eyes fixed on the goal of rapid and reliable responses to customer requests. A knowledgeable cadre of civilian and military members in senior management positions has been crucial to DLA's ability to adapt each technological transition and emerge an even better logistics supply chain organization.

DLA Land and Maritime's deputy commander has been a decades-long member of that team.

"I've had the opportunity to help navigate the push to improve the agency's warfighter support capabilities over the last 10 years, and ... we've worked our way through some major customer support and business process shifts to dramatically improve the way we do business," James McLaugherty said. "DLA Land and Maritime's warfighter readiness support ratings are at an

DLA Land and Maritime's deputy commander has been a decades-long member of that team.

"I've had the opportunity to help navigate the push to improve the agency's warfighter support capabilities over the last 10 years, and ... we've worked our way through some major customer support and business process shifts to dramatically improve the way we do business," James McLaugherty said. "DLA Land and Maritime's warfighter readiness support ratings are at an



## 1998

The U.S. launches air strikes against suspected terrorist training camps in Afghanistan and a suspected chemical factory in Sudan.

Defense Fuel Supply Center is renamed Defense Energy Support Center.



## 1999

The Electronic Commerce Mall launches.



Crane operators off-load supplies in 1943 at the Columbus Quartermaster Depot. Employing more than 10,000 employees, the installation became the largest joint military supply installation in the world during World War II.

all-time high, and that's amazing when you factor in the vast number of weapon systems and service requirements we're supporting in some of the most challenging logistical arenas in the world. DLA Land and Maritime is meeting and often exceeding the expectations of our military forces."

As those expectations grow, DLA Land and Maritime's workforce has kept essential parts moving smoothly and swiftly through the supply chain. After expanding to a workforce of more than 10,000 at the beginning of World War II, BRAC actions and other force realignment activities have streamlined the organization's staff to about 3,100 employees.

Though leaner, today's DLA Land and Maritime has gained efficiencies by absorbing strategic operational detachments and now boasts operational capacity in 54 locations worldwide, McClaugherty said. With 12 detached Defense Logistics Agency depot-level repairable and supply storage and distribution units, DLA Land and Maritime supports supply requirements at Army depots, Navy shipyards, and Marine Corps logistics centers. Collectively, they ensure that more than 2.1 million spare and repair parts reach military and other federal agencies on time to help ensure mission success.

Recently retired DLA Land and Maritime employee Etta Kephart recounted the impact of the agency's focus on increasing efficiencies during her almost 30 years of service. Kephart spoke of using mimeograph machines, carbon paper and massive filing cabinets as her primary work tools in fulfilling daily customer requests.

"It wasn't very coordinated in the beginning, but the ingredient that made the most difference then and until I retired was the attitude of commitment every DLA associate displayed," Kephart said. "Every success we enjoyed as the agency grew was built on that foundation of commitment."

"The name of the installation has changed 14 times, but what hasn't changed is the quality of [the workforce] and its commitment to our nation's warfighters."

— Army Brig. Gen. Darrell Williams

As the agency introduced computing technology to help improve its service capability, it also launched an enhanced customer service initiative with the deployment of customer teams at its core, Kephart said. With new desktop processing capabilities that networked with their mainframes, the teams developed procedures to make DLA Land and Maritime a better supply support organization.

Kephart was selected to help staff the first customer team. Shortening



1999

The Business Systems Modernization program is initiated.



2000

Defense Contract Management Command becomes a separate agency, the Defense Contract Management Agency.

order fulfillment times, reducing parts backorders and streamlining workload processes were just a few targeted improvement areas the team worked on initially, she said.

Working with officials at Robins Air Force Base, in Warner Robins, Ga., on supplying electronic aviation parts, the team's efforts were immediate. It pushed the agency's fulfillment rate from the low 50th percentile to higher than the 85th.

"It was like we could see each other growing and changing, becoming more focused as we experienced each new success in improving our customer service performance," Kephart said.

Williams said that DLA Land and Maritime has integrated that customer service philosophy into the foundation of its organizational culture. The philosophy continues to generate positive benefits for



the agency's customers worldwide.

"Military actions during the past decade have pressed logistics managers to further improve operational support activities," Williams said. "One of the changes DLA enacted in response was the forward deployment of customer service professionals to provide direct support to military forces on battlefields. This adjustment provided an almost-real-time customer service response to the needs of warfighters. Equipment, spare parts and anything else needed is promptly delivered through DLA's worldwide integrated supply chain."

DLA Land and Maritime's support of the Mine Resistant Ambush Protected vehicle is one of the more visible battlefield examples of how the strategy of forward deployment immediately and dramatically impacted warfighter readiness, said Richard Curry senior program analyst and team leader.

"The MRAP was conceived through

An electronics engineer uses an X-ray machine to inspect electronic components at the Product Test Center at Defense Supply Center Columbus. The Product Test Center employs electronic and mechanical labs to provide accurate and timely test data for items managed by the Defense Logistics Agency.

A Mine Resistant Ambush Protected vehicle is off-loaded for transfer to a unit where it will provide added protection for today's warfighters. DLA Land and Maritime supports nearly 40,000 MRAP parts, which support 52 MRAP variants used by the nation's military services.

real-time field collaborations between forward deployed support teams and military operators," he said. "With the immediate goal of protecting military members in battle, the MRAP went from production to fielding in an unprecedented 159 days. That timeframe represents an unparalleled logistical support feat that establishes the new standard for logistics support operations.

"With 52 variants of the vehicle in use by all branches of the military, DLA's MRAP support involves more than 200 people, \$650 million in inventory and nearly 42,000 parts," he continued. "This focused logistics support is the reason for the MRAP's stellar Afghanistan readiness level of 94 percent, which was sustained during the past year."

Today, DLA Land and Maritime continues to supply the armed forces with more than 2 million spare and repair parts, generating more than \$5 billion in sales during fiscal 2010. 📈



## 2001

Terrorists crash four commercial planes into the World Trade Center, the Pentagon, and a field in Shanksville, Pa., on Sept. 11, 2001.



## 2001

The global war on terrorism begins in Afghanistan as U.S. troops battle against al-Qaida terrorists and Taliban supporters in Operation Enduring Freedom.

DLA DISTRIBUTION

# Evolution

Story by Stacy Umstead  
Photos courtesy DLA Distribution

**D**efense Logistics Agency Distribution provides support to America's military through its network of 26 distribution centers.

"DLA Distribution is an organization grown out of a consolidation of service-specific supply functions," said Navy Rear Adm. Thomas Traaen, DLA Distribution commander. "In 1990,

Defense Management Review Decision 902 directed all supply functions be consolidated under the Defense Logistics Agency."

Scott Rosbaugh, director of DLA Distribution Process and Planning and a DLA employee since 1991, explained that the consolidation's goals were reducing costs, improving customer support, reducing redundant infrastructure and

overhead, and standardizing policies and procedures.

"At that time, there were over 25,000 employees performing the distribution work across the services," he said. "Additionally, each service had its own distribution and warehouse management operating systems and ways of doing business."

In 1990, the merger of Defense Depot Tracy and Sharpe Army Depot in California resulted in the formation of Defense Distribution Region West and Defense Distribution Depot San Joaquin, Calif.

The 1991 consolidation of Defense Depot Mechanicsburg and New Cumberland Army Depot in Pennsylvania

DLA Distribution employees check a turbine into storage in Jacksonville, Fla. More than 10,000 team members provide distribution support to military operations, exercises and humanitarian relief efforts.



## 2003

DLA provides fuel, food, clothing, medical supplies and construction equipment for operations in Iraq as Operation Iraqi Freedom begins.



## 2004

Tsunami waves kill thousands in South Asia after the most powerful earthquake to strike the Indian Ocean since 1964.

A DLA Distribution Mapping employee moves mapping products at a warehouse in Richmond, Va. DLA Distribution assumed responsibility for mapping products in 1999.

created the Defense Distribution Region East and Defense Distribution Depot Susquehanna, Pa.

Defense Distribution Depot Memphis, Tenn., became the site of Defense Distribution Region Central. Region East managed eight depots, and regions Central and West managed 10 each.

“Further consolidation of overhead functions resulted in the inactivation of Region Central in 1993. Management of its distribution depots moved to regions East and West,” Rosbaugh said.

In 1994, Ogden and Hill depots in Utah were consolidated as one organization. That year also saw the organization’s first overseas depot established in Gernersheim, Germany.

In May 1997, DLA took steps to consolidate distribution management even further, eliminating one of the two remaining regions.

“After DLA performed an extensive analysis of potential site locations for the consolidated Defense Distribution Center headquarters, an announcement was made on Sept. 16, 1997, selecting New Cumberland, Pa., as the site for the new DDC,” Rosbaugh said.

DDC was officially established Oct. 1, 1997, and expanded its mission to include distribution facilities in Hawaii and Japan within two years.

In 1999, DLA took over map distribution from the National Imagery and Mapping Agency. An office was established in Richmond, Va., with mapping support offices positioned worldwide.



“After the turn of the new millennium, DLA began to move even closer to America’s warfighters,” Rosbaugh said. “The mission was expanded, and distribution facilities were established in Kuwait, Guam, Korea and Sicily.”

2006 saw the establishment of DLA’s deployable depot, a scalable operation tasked with the receipt, storage, issuance, shipping and in-transit visibility of supplies needed for relief efforts within the continental United States.

Since its establishment, the deployable capability has grown beyond providing support to humanitarian relief efforts and into overseas contingency operations. In 2010, Secretary of Defense Robert Gates issued the first request for DLA to deploy the command’s expeditionary team to Kandahar, Afghanistan.

“This expeditionary capability provided distribution support of wholesale material in support of joint forces located in-country and led to the establishment of DLA’s 26th distribution center in

Kandahar, Afghanistan,” Traaen said.

More than 600 items, including repair parts, kit assemblies, clothing and other consumable items are managed at the center.

“Almost 26,000 receipts and issues have been processed since this distribution capability was established,” Traaen said.

Since DDC’s formal establishment in 1997, more than 350 million receipts and issues have been processed, supporting military and government agencies.

Renamed DLA Distribution in 2010, this primary-level field activity continues to evolve and expand to meet warfighter requirements. More than 10,000 employees provide distribution services to customers around the world.

“DLA Distribution will continue to deliver excellence as in the past, exceeding customer expectations, addressing imminent requirements and transforming how the organization does business in order to remain a premier distribution provider,” Traaen said. 🌐



**2005**

DLA distribution systems increase to 26 distribution depots worldwide.

DLA provides humanitarian support to Hurricane Katrina and Hurricane Rita victims.



**2005**

DoD identifies DLA as the single agency to manage multiple aspects of supply and storage processes as part of the Base Realignment and Closure Act 2005.

DLA DISPOSITION SERVICES

# Property Disposal

Story by Timothy Hoyle  
Photos courtesy DLA Disposition Services

**B**efore 1972 congressional hearings determined the need for a more efficient and accountable way to do business, the control of excess and surplus property was left to the military services themselves. The report on the findings of the 1972 hearings chaired by Sen. John McClellan recommended that defense property disposal be centralized for better control and accountability.

Defense Supply Agency General Order 31 acted on that recommendation by creating the Defense Property Disposal Service, which combined those missions into one, establishing the first network of local operating sites to collect and manage the flow of property from the services.

“The program was just out of control,” George Morgan, former Defense Reutilization and Marketing Office Tampa, Fla., chief, said in a 1997 interview.

According to the order, the new field activity was charged with managing personal property disposal, including the reutilization of usable assets. Sales of surplus items to the public continued, but there was a greater effort to ensure items that either threatened public safety and security or could be used to harm U.S. forces were demilitarized, or

Soldiers visit the Defense Reutilization and Marketing Office Berlin warehouse during the 1980s to screen property they are considering for reuse at their unit.



2006

DLA's Enterprise Business System is fully implemented throughout DLA's primary-level field activities in Philadelphia, Richmond, Va., and Columbus, Ohio.



2007

DLA extends its enterprise to 48 states and 28 countries, working hand in hand with military services around the globe.

made incapable of fulfilling their original purpose.

Nancy Rheame started at the Defense Property Disposal Service in 1974. She said she remembers that in the beginning, the field activities operated quite independently from the then-Defense Supply Agency headquarters and didn't have much contact with the corporate level. But as she progressed in her career, which spanned 33 years and saw her rise to become deputy director of what was then the Defense Reutilization and Marketing Service, she saw more involvement from DLA Headquarters and saw her activity evolve along parallel lines with the agency overall, she explained.

A big change Rheame said she noticed in the early years of DPDS was that the activity had to get in touch with its military customers, many of whom weren't very happy about having given up the responsibilities of property disposal.

"You really had to reach out to the military community and understand the needs of what they had," Rheame said. "It wasn't as important what DRMS needed; it was really important in how you provided that service to the customer. Of course you saw the same thing going on with DLA as they were assuming more and more missions because of [Base Realignment and Closure] and all that. It felt like we were reaching out and



becoming way more customer focused at the same time, both sets of organizations."

DPDS was renamed the Defense Reutilization and Marketing Service in 1985 to reflect efforts to promote the reuse of property and recoupment of taxpayer investments. Shortly thereafter, DRMS personnel began harnessing technology to automate its inventory

procedures. Later in the decade, the DRMS Automated Information System – or DAISY – began capturing digital records of property being turned in, scrap commodities on hand, and the final disposition of items in the inventory.

The field site at Kirtland, N.M., became the first one with a live DAISY terminal in July 1990. Using the terminal to compile digital records enabled the use of online inventory information when the first DRMS website went live in 1994.

Giving customers access to data on global inventory earned DRMS recognition as one of the Ford

Navy F-14 Tomcat parts are disposed of in Iraq to prevent their misuse.

Foundation's 25 national finalists in the 1999 Innovations in Government competition. The nomination noted that the website reduced customers' dependence on in-person screening systems and made more than \$5 billion in goods available to government and

eligible nonprofit groups in 1998 alone, according to a press release at the time.

"It has not been easy for us to harness this new technology,"

Navy Capt. Richard Feierabend, then DRMS commander, said at the time.

"A team of wonderfully dedicated professionals learned the new ways of channeling information from existing systems into Web-based applications."

Like the services the activity supported, DRMS leaders realized changes in the size of the military would mean changes to the infrastructure that supported it. Beginning in April 1997, 54 field operating sites were closed to consolidate

*"It felt like we were reaching out and becoming way more customer focused at the same time."*

*— Nancy Rheame*



## 2008

DLA focuses on Continuous Process Improvement, a structured, five-step problem-solving process that helps employees see beyond a problem's symptoms to find solid solutions.

## 2008

The Joint Contingency Acquisition Support Office stands up at DLA to oversee expeditionary contracting during combat, post-conflict and contingency operations.

operations in the U.S. within 68 locations. Regional and international headquarters were also consolidated in one headquarters element with regional directors helping oversee geographic areas.

The beginning of 1999 saw a new era in sales as the Commercial Venture Program began to seek a firm with the commercial expertise — especially in niche markets — that might generate more proceeds from usable property sales. Later that year, a scrap sales pilot program that would find a business to handle the sale of ferrous, nonferrous and nonmetallic scrap was announced. Today, interested buyers can follow these sales through a website, <http://www.govliquidation.com>, where Government Liquidation conducts its online auctions.

A leadership milestone came in February 2006 when Paul Peters became the first civilian director of DRMS. His successor, Twila Gonzales, continues the tradition of improvement with her own capability studies, work to develop leaders at all levels, and efforts to promote a world-class mindset in her workforce.

Then-DLA Director Army Lt. Gen. Robert Dail presided at the March 2008 change of responsibility ceremony when Gonzales came on board. “DRMS is an integral part of the support we render to men and women stationed around the world. In the past couple years, Paul Peters has pushed the idea of a DRMS that is forward deployed and out in front with the troops,” Dail said at the event.

The 2010 We Are DLA campaign gave DRMS its new name — DLA Disposition Services — which carries on the original DPDS mission in many ways.



An employee at Defense Reutilization and Marketing Office Berlin works at a receiving desk that saw items totaling an average of \$500,000 added to the inventory each month in the 1980s.

DLA Disposition Services disposes of excess property received from the military services. The inventory changes daily and includes thousands of items, including air conditioners, vehicles, clothing, computers and more. In fiscal 2010, more than 51,000 military units and organizations turned in more than 3.7 million items to DLA Disposition Services.

“The hard work that is under way will transform DLA Disposition Services into a

world-class organization,” Gonzales said.

The Resource Recovery and Recycling Program conserves natural resources, reduces waste products and returns revenue to the military services. The Precious Metals Recovery Program significantly reduces the need for DoD to purchase metals such as gold, silver and platinum through the recycling of precious-metal-bearing scrap.

Laura Green was the program manager for the precious metals recovery effort for 28 years. During that time, the effort recovered metals worth \$127 million. More than \$10 million worth of material was recovered in just the first half of 2011.

“I have memories that will always make me smile,” she said.

Current contingency missions have DLA Disposition Services civilians serving alongside combat forces in Iraq and Afghanistan. They are part of a world-wide presence, with people serving in 16 foreign countries, two U.S. territories and 41 states.

During a July 8 visit, DLA Director Navy Vice Adm. Alan Thompson complimented DLA Disposition Services team members and leaders for what he called “significant progress over the past several years” in meeting the challenges tied to operations, stewardship and management.

“As much as any major component of DLA,” he said, “you’re on the right path and making steady progress.”

His remarks echo a widely quoted phrase that has become an unofficial motto for DLA Disposition Services: “Anticipate and deliver. Be exceptional.” 🌟



## 2009

The Northern Distribution Network, a supply line used to resupply U.S. forces in Afghanistan, becomes operational.



## 2009

DLA begins planning the drawdown of equipment and supplies in Iraq.

**D**efense Logistics Agency Document Services can trace its origins back to the beginning of the Defense Department. The organization is now the primary document solutions provider to the U.S. military, responsible for printing and high-speed, high-volume duplication as well as for procuring these services from commercial sources. It also provides DoD with solutions for the conversion, retrieval, output and distribution of digital documents

It began in 1949 with the concurrent establishment of the Department of Defense and its Defense Printing Service, Washington, D.C. The first printing facility was located in the basement of the newly built DoD headquarters, the Pentagon.

The Army Adjutant General Reproduction Plant, Navy Central Processing Plant and Air Force Headquarters Plant were consolidated into DPS on Nov. 1, 1949. The organization's charter, signed by Louis Johnson, the nation's second secretary of defense, was to provide common printing services for the departments and agencies of the new DoD. While the DoD Administrative Management Council directed its policy, the Office of the Secretary of the Navy managed and controlled DPS.

DPS was to be run differently than other DoD activities. It was not given funds to operate for each fiscal period, but was run as a business, a model used throughout the Defense Logistics Agency today. Charging for its services and products, DPS was DoD's first Industrial Fund, now

Frank Wengert punches pages in preparation for spiral binding at the DLA Document Services facility on Ramstein Air Base, Germany.

## DLA DOCUMENT SERVICES

# From Offset To Digital

Story by Keith Beebe

Beth Reece



**2010**

DLA works with the Army to develop the Operation Enduring Freedom Camouflage Pattern uniform, which provides better concealment for Soldiers in Afghanistan.



**2010**

The We Are DLA campaign is launched to create a single agency identity and build a greater sense of community among DLA employees.

Defense Working Capital Fund, activity.

The success of this new industrial funding brought the transition of the Navy Publication Division, formerly funded with appropriated dollars, to the Navy Printing Service in September 1951. Eight years later, DoD gave industrial funding to the Navy Publication and Printing Service.

Executive Order 12134 of May 9, 1979, titled Printing Services within the Executive Office, established the organization as the “President’s Printer.” The Department of the Navy and NPPS were assigned to support the Office of Administration at the White House with printing and duplication services.

Steve Sherman began his career with the organization that year as a management intern. He worked in the customer service departments of the Philadelphia and the Newport, R.I., NPPS facilities. Sherman joined the organization as a key strategic decision was made to embrace new technology to provide document services. He saw the first use of computers, digital files and electronic page printers in comparison to offset printers and ink-on-paper operations.

Sherman was in charge of technology assessment in the late 1980s at the print shop at the Washington Navy Yard. His job was to assess what was being used in the printing industry and apply it to DoD’s printing environment to gain efficiencies.

“The first print-on-demand system using the technology of the day was for

the Navy,” Sherman said. “NPODS, or the Navy Print on Demand System, ... printed the documents on demand from a database of digital files of specification and standards documents. They were printed as needed instead of bulk printing, storing the hard copies and shipping from a warehouse.”

Defense Management Review Decision 998 in April 1992 directed the consolidation of all DoD printing and duplicating operations, with the Navy serving as the designated single manager. The financial success of the past continued through the use of the Defense Working Capital Fund.

In addition to its 150 current Navy plants, NPPS assumed control of nearly 200 Army, Air Force, Marine and DLA facilities. DoD’s commercial printing procurement program was also given to NPPS to manage. This consolidation of printing facilities and functions prompted DoD to move NPPS’s management and mission support to DLA on Oct. 1, 1996.

At the same time, another name change was made to more accurately describe the new activity’s role in transitioning DoD to digital-based management. The organization became the Document Automation & Production Service, better known as DAPS.

Now aligned with DLA Information Operations, the former DAPS became DLA Document Services as part of the We Are DLA campaign of 2010.

DLA Document Services today manages more than 150 document-

Photo courtesy DLA Document Services



A DLA Document Services team member displays CDs that hold information from Navy aperture cards, which were older data storage systems converted by DLA Document Services.

production facilities located with its customers on U.S. military installations worldwide and at specific government locations, including the Pentagon and the White House. It provides a full portfolio of document services, ranging from traditional offset printing to online documents. DLA Document Services is also recognized as a transformation agent actively moving DoD toward the use of online documents and services.

Sherman, that management intern in 1979, is now the director of DLA Document Services. He has been with the organization through more than half of its 60 years of existence under various names.

“The experience I’ve had during this time has given me the honor of becoming the organization’s director,” he said. “I am also honored to have a role in the evolution of the organization from the days of the printing press to how we are today, transforming the DoD to the use of digital documents.”

The consolidation of printing facilities and functions prompted DoD to move NPPS’s management and mission support to DLA.



**2010**

DLA works side by side with the U.S. military and nongovernmental organizations to provide humanitarian aid to the survivors of the magnitude 7.0 earthquake that struck Haiti.

**2011**

DLA celebrates its 50th anniversary.



## New Technology Speeds Delivery of Metal Aviation Parts, Decreases Scrap

New technology is helping Defense Logistics Agency Aviation provide the military services with parts in less time, with lower scrap and at lower cost.

Dale Roberts, program manager for the Aviation Casting and Forgings Program Assistance Team, explained that many DLA Aviation metal parts are made from “sand castings,” where molten metal is poured into sand molds created by pressing wood patterns into special sand that is held together with binding materials to retain the shape.

“These sand castings have an advantage in that very complex internal shapes can be created inside of a casting using internal sand molds that are removed after the metal cools by breaking up the sand and pouring it out of an available opening,” Roberts’ said. “Though possible, it may not be practical to ‘hog out’ complex internal spaces by machining that are easily produced using sand castings.

“However,” he added, “skilled craftsman traditionally construct the patterns using wood and similar materials, which can take weeks and is an expensive process.”

As part of DLA Aviation’s castings program, Roberts, Air Force Capt. Alex Mol and Advanced Technology International’s Keith Sturgill met with John Danko, president of Danko Arlington, to see new technology his company is implementing to produce specialized aviation castings economically, Roberts said.

“DLA Aviation has visited their facilities in the past, as part of ... trips that bring DLA Aviation personnel to foundries and forges to see the technology and meet with people in the industry,” Roberts said. “Since the last visit in September 2010, they made the decision to adopt new

technology that allows an even faster response to the needs of DLA customers.”

Danko said his business uses rapid prototyping, in which drawings are converted to physical patterns by a computer.

“We now use stereolithography to convert a computer-based model of the geometry and dimensions into a 3-D print, an exact pattern of the needed part,” he said.

Roberts added, “It is like watching the ‘replicator’ on Star Trek, as the computer literally prints a three-dimensional object before your eyes, including voids, passageways and internal spaces that may not be visible.”

With this new system, “there is no need to use precious work space for storage of traditional patterns that are used infrequently, when it can be printed out as needed for a small production run, then disposed of or recycled,” he said.

“This new equipment will enable the company’s existing foundry, pattern

and machine shop divisions to quickly and accurately produce mold patterns for parts in days instead of weeks and at much lower cost,” Danko said. “The use of computer-aided design to move paper to production helps to create optimum patterns, reducing scrap. It is exciting using new technology in a traditional industry.”

The computer model simplifies the making of the casting molds, Roberts said.

“You can handle it just like the real thing, but on a computer screen,” he said. “You can turn it in 3-D and look at it from every angle.”

It would take weeks for a craftsman to make a physical wooden casting model, compared to making one with a computer with a few clicks from a computer mouse, Roberts said.

“The benefit to DLA and the war-fighter is that rapid prototype of patterns reduces lead time and cost. For infrequent buys in small quantities, economies of scale [work] against us. However, reducing set-up costs with new technology helps us reverse that trend,” he said.

— DLA Aviation

### 2011 Department of Defense Maintenance Symposium & Exhibition

Achieving Readiness through Efficiency and Effectiveness in Maintenance Operations

November 14–17, 2011 • Fort Worth Convention Center • Fort Worth, Texas, USA

Key issues to be addressed at the Symposium include:

- Gaining efficiencies in Department of Defense maintenance operations
- Responding to rapid acquisition sustainment challenges
- Exploring public & private sector roles in DoD’s maintenance industrial base

[www.sae.org/dod](http://www.sae.org/dod)



Administered by **SAE International**  
for the U.S. Department of Defense

# A Conversation with . . .

## Lt. Gen. Charles McCausland and

Two Retired DLA Directors Take a Look Back at Their Experience and Service to the Defense Logistics Agency

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

**McCausland:** One of the things we did was we started to do commodity buying. We started the direct vendor delivery, rather than warehousing everything and shipping it to the customer. For many, many items we were able to ship directly from the vendor. These were things that had started in a couple different places but weren't really implemented across the agency. Probably the first item we did that with was X-ray film that we purchased from Eastman Kodak Company. That had been going on for years, and we took that model and applied it to many different items.

During that time we also took over all the distribution responsibilities for the military departments. That was a major change. It took a lot of effort and was at times somewhat difficult. But the folks responded very well, and it got accomplished.

Back when I was a director, we did break out contract administration into a separate mission. We also took on added responsibilities from the military departments for contract



Air Force Lt. Gen.  
Charles McCausland  
1988 - 1992



Navy Vice Adm.  
Keith Lippert  
2001 - 2006

Defense Logistics Agency Photos

administration. That was a very big project that went very well. That was a case where the military services weren't sure we could do that for them, so there was some hesitation and foot dragging. Subsequently that's been moved; that's a separate agency now. But it was Defense Contract Management Command when we had it, now it's the Defense Contract Management Agency.

**Lippert:** Despite the pain and agony that everyone went through, the enterprise resource planning implementation and the business transformation, because I think DLA is reaping the benefits of that now and will continue to improve on those benefits into the future.

I would say that the overall performance of the agency during that time improved dramatically in terms of the availability of material and the back order reductions that certainly improved the readiness of our deployed forces. We had record availability and back order reductions during that time, and I think it made a big difference. The cost recovery rate was reduced dramatically. I also felt that the overall professionalism

of the workforce was improved and was going in the correct direction.

We spent time with forward positioning of material during that time and ended up opening the distribution depots in Kuwait, Sigonella [Italy], Guam and Korea, and also improving the inventory accuracy of all the material across the distribution depots, which I think improved our performance and also helped reduce costs for all the services.

**What were some of the biggest challenges you faced?**

**Lippert:** We spent a lot of time focusing on the cost recovery rate, and we were fortunate in one way of implementing enterprise resource planning,

# nd Vice Adm. Keith Lippert

which certainly led to efficiencies.

The doubling of the business gave us much more flexibility, but the bottom line was that there was a lot of increase in productivity because people were working harder and the U.S. industrial base was responding much better to our requirements.

There were other challenges, such as doing corporate climate surveys. As I wandered around and talked to the workforce, I was always very uplifted because I thought of the positive reaction I was getting, but when you read the corporate climate surveys, there was a lot of dissatisfaction in terms of communications, professionalism of management and leadership. We really didn't address the issues from a systematic perspective. That led to use of the Denison model, hiring an executive coach, leadership and management training, all of which improved the professionalism of the workforce. I've seen some most recent results of the Denison culture survey, and the improvements continue at DLA in the professionalism of the workforce.

We ended up with the ERP being a huge cultural change, and we had to deal with all of that. That led to spending a lot of time to make that effort work, but in the middle of all that we had some natural disasters occur, particularly Hurricane Katrina. That led to a lot of DLA support to the unfortunate victims of Hurricane Katrina, but it also led to discussions about how we at DLA were not prepared for this sort of

thing. We added inventory levels and talked with the Federal Emergency Management Agency about responsibilities. That led to a lot of agreements and improvements in how to handle these situations in the future.

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

**McCausland:** You always have change, and you always have those kinds of things happen. The military, we come and go, and we had some very good military people in various positions, but it was that core of Senior Executive Service and right down to journeyman civil service folks that are there. They know their jobs, and they respond quickly. They're really the backbone of the agency.

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

**McCausland:** Everything that DLA does is essentially a function that was formerly performed by one of the military services, so they had to transfer that function to the Defense Supply Agency and then the Defense Logistics Agency. Those were not easy things to do. It was not easy for the services to give up some of those responsibilities, and it was not easy for DLA. It was sort of difficult because you had a customer who just gave you his total fuels responsibilities and now he's the customer. If you do anything

wrong he's going to remind you of that. So it was always difficult as you grew and got new missions assigned to you, because they were not given freely. They were given with some resistance. But I think in the long run, and of course I went back and forth to the Air Force as well as being at DLA, there was a realization that DLA was able to respond, they seemed to have a better handle on how to get monies to accomplish things, so there were times when a military service gladly gave us something because they felt that they couldn't adequately fund that operation and we were able to do it.

**Lippert:** Even before I was the director, I was commander of the Defense General Supply Center, which is now DLA Aviation. DLA was formed 50 years ago with the idea of buying common items for the services so there was one voice from the Department of Defense to industry and the services were not competing against themselves. DLA did that job very well with the procurement function and then the initial distribution functions. Over time what happened was, for various events and various reasons, DLA got more and more involved with the customers, the services, either by design or even almost being forced into it by defense management review decisions and Base Realignment and Closure decisions. But DLA evolved from really a hands-off perspective with the customer to being very engaged, and we see that with the customer service

reps and the liaison officers and the actual DLA people being right there with their customers, providing feedback to DLA so that DLA can be a better supplier of the services and the material that's required. That has been a major improvement and focus on DLA's part and something that I inherited that I think was very well conceived and very well directed to make all that happen.

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

**McCausland:** I would hope it was good, but it's very difficult to say. I had been in DLA four times. I had been at a supply center, had been at a service center at Battle Creek [Mich.], had been at a contract administration region and at HQ as director. I had a lot of experience in different locations. When I became the director and came to headquarters, I knew everybody there. I didn't need a primer or anything when I got there. I sort of knew what was going on, which was really to my advantage.

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

**Lippert:** I would say there were two things. One was the business transformation and the software implementation of the ERP effort. That has taken DLA from an activity that was basically in the 20th century into a modern logistics system in the 21st century – state of the art – and the agency will continue to reap the benefits of all that. The other one is just the overall workforce professionalism improvement. The culture climate surveys and the Denison models are

very important for the future of that agency in improving its effectiveness and its efficiency.

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

**McCausland:** After the Gulf War, a lot of the items that were no longer needed in Iraq and Kuwait were sent off to Bangladesh for a typhoon relief operation. I remember blankets for the homeless. We would get various demands for 3,000 or 10,000 blankets to be given to homeless people in various cities.

We had an employee who worked on those kinds of things, and he figured out that we had a lot of surplus materials from buying uniforms. And we had a lot of material that was all of a sudden obsolete because they changed uniforms. So this employee came up with a blanket for the homeless for \$1. He could take this material, send it off to the prison industry, they would sew it up, put a hem around the edge and it cost \$1. The other blankets cost \$26-\$28, so there was a huge savings there. That was a fellow named Mr. [Ralph] Quigley, and we called it the Quigley Blanket. He saved hundreds of thousands of dollars, just with that idea of using that old material that way.

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

**McCausland:** I'd say keep doing what you're doing. You do it very well, and I think time has shown that. I was there when they established it. I was at the electronic supply center in '62 when [former Defense Supply Agency Director Army] Lt. Gen. [Andrew T.] McNamara came and activated

the agency. He and I chatted about it years later when I became the director, and I recalled some of the items in his speech and he was surprised that I remembered all those years. He was really the father of DLA, and he was around through my tenure.

**Lippert:** I think DLA continues to evolve and to improve, and that does not surprise me. I think there's been continuing good leadership and direction for all that. I think the mission continues to grow; it's growing not because of DLA being an organization that's trying to take over missions, but because the missions are being sent to DLA because of the professionalism of the workforce.

I think that is all very positive. We certainly see that in the [Base Realignment and Closure] decisions and all the effort that's been going on, and I think the overall improved communications among the services and DLA. So I remain very positive in terms of the direction and the focus of improving communications with the customer and improving on-time performance and reducing costs. I think these are very critical, not only right now, but with the added emphasis of budget reductions, I think DLA is well positioned to face those and offer solutions into the future.

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

**McCausland:** DLA employees have a very clean, defined mission, and they know what that is. Second is, organizationally, they have a lot of advantages. Nobody really tells them how to organize, what to do or where to do it. That makes it much easier. Within the military departments,

logistics is just one piece of the department and that logistics piece has all the controls and such that go with the department. DLA sits by itself and is pretty much able to call its own shots. And with the funding situation, you pretty much run on your own money. Whatever money you earn is how you run your agency. If you don't make money, then you can't do things. Financial incentive is there. It's a very good model.

**Lippert:** If I had to sit down and talk about what are the strengths of DLA, they are what they have been historically and continue to be: the quality and professionalism of the workforce. DLA has the talent and the ability to do some amazing things because of the dedication and professionalism of the workforce.

The second thing is that DLA has the great ability, which often goes unappreciated, to get obligational authority because of the professionalism of DLA's comptroller's office and its working relationship with the Office of the Secretary of Defense to get the money that's needed to keep or have the obligational authority to award contracts and make things happen. I think that is really very impressive.

Third is the ability to award contracts in a very professional manner. I think all of those are going to continue to be focuses for DLA, but I think the added pressure is going to be to make sure that costs are controlled or reduced to the absolute degree that they can be, because of the pressures that the U.S. budget is facing. I think those are going to be very important as we look into the future.

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

**McCausland:** When I was back in the Air Force, I would be in meetings and someone would have a negative comment and I would have to speak up and say that's not true. That was always sort of challenging. When I was in Vietnam, I had a supply squadron, and we had a large communications facility on base – like 600 airmen – and we provided them all their supplies. One of the items we supplied was electronic parts. I had a friend in the electronics supply center in Dayton, Ohio, and he would send me a back order list of what items were due to our unit in Vietnam. The back order list would come in and have five or six items out of thousands of electronic items that we had ordered. The support was just amazing, absolutely amazing.

When the Gulf War was started, as far as I could tell, we were never asked by anybody, "Can you support this war logistically?" We got troop levels and data for subsistence responsibilities and special uniforms. All that information came to us, and we responded to it. But when the decision makers were deciding, are we going to go there or not, no one ever said, "Are we going to be able to support it logistically?" I guess there's two answers to that question. One is maybe they forgot to ask, which is sort of strange, but maybe they just assumed that because we had done well for so long with everything else we did, there was no doubt that we could do that

job. Of course, we did it. I sort of fall upon the second option. They probably just knew that we had done so well for so long that we certainly could handle that responsibility.

***Admiral Lippert, you came to DLA right before 9/11. Can you describe what the agency was like when you started?***

**Lippert:** Before I came to DLA, I was the commander of the Naval Supply Systems Command and chief of the Navy Supply Corps. When I received my orders, I was already a customer of DLA, but I went out and visited with a lot of DLA customers before taking over, just to get their feedback on how DLA was doing. To be perfectly honest, there was a lot of criticism. The criticism was coming in two areas. One was that DLA was too expensive to operate, which was the cost recovery rate that services were paying for the material. And there were a lot of complaints about the response time, how long it was taking the material that the services were requesting to actually get them to the customer.

So those were the two big criticisms I was receiving. To be point blank, this had manifested itself a lot more seriously than I anticipated, because there were actual threats from the Office of the Secretary of Defense and the services to close DLA and give the mission back to the services, which was a pretty dramatic threat. One of the things that we had to deal with initially was a plan to improve all that, so that this great organization could continue. 🌟

Join us next issue for a conversation with two more retired DLA Directors,  
Navy Vice Adm. Edward Straw and Army Lt. Gen. Henry Glisson

# TRAVEL SYSTEM BENEFITS

Story by Jonathan Stack

**T**he Defense Travel System, a fully integrated and automated travel management system that replaced the older paper-based system, has helped Defense Department travelers save time and money since its introduction.

DTS enables travelers to create temporary duty orders, select reservations, receive approvals, generate travel

vouchers and receive split reimbursement between their bank accounts and the government travel charge card vendor.

“DTS replaced paper orders and vouchers, which were time-consuming and costly,” said Melissa Butler, defense travel administrator for the Defense Logistics Agency.

The savings gleaned using DTS rather than paper documents is substantial, said Donna Iden, DLA Travel Services Division chief.

“The current rate for processing DTS documents is \$1.22, and paper vouchers processed by [the Defense Finance and Accounting Service] are \$29.42,” Iden said. “Using DTS is a cost avoidance of \$28.20 per DTS transaction.”

If DLA travelers submit their vouchers in a timely manner after returning from their missions – five business days according to the Federal

Travel Regulation – they can be reimbursed within three to five business days.

“The fast reimbursement once the voucher is approved means it’s less likely the traveler will incur late fees,” Butler said. “The turnaround for payments is better using the automated process than DFAS processing claims on paper. Those claims could take 30 or 45 days to reimburse the traveler depending upon workload.”

Another DTS benefit is it provides a reporting capability that allows administrators to track the status of travelers’ documents and perform administrative tasks quickly.

“Using DTS to process travel provides real-time access to documents. We can monitor if the traveler has departed, if they’re waiting due to mission changes or if there is a problem processing the document anywhere along the way,” Butler said. “In the paper world, the order could be anywhere in the routing process. Somebody has the paperwork and travelers have to track down the order using valuable time and taking away from other mission needs.”

DTS supervisors can verify documents that require action. In addition, back-ups are automatically on the routing list, so if a primary supervisor is not available, the mission is not delayed. Another supervisor can take action to approve travel or



Photo illustration by Paul Crank

process reimbursements, she said.

The system also allows for lower travel costs. By using DTS, employees are able to receive reduced costs for airfare or rail travel using the GSA City Pair Program.

“If employees travel today or three weeks from now they are still going to receive the same rate using the City Pair fares,” Butler said. “Supervisors can manage their travel budget better and estimate costs more accurately.”

Through the Commercial Travel Office contract, employees also save money if they must change their travel arrangements for mission requirements.

“If the flights were city pairs and travelers change their airfare, they typically won’t have to pay for a whole new ticket,” Butler said. “They’ll pay a standard \$16.50 CTO fee, but in most cases not incur [other] additional ticketing costs.”

Travelers going through a commercial vendor could pay a change fee between \$100 and \$150 as well as the price of a whole new ticket.

“By utilizing the GSA City Pairs, we can keep the cost down. Travelers can change their ticket five times, and they’re still only going to pay additional CTO fees in most cases if they’re going to the same location,” she said.

While employees are traveling, it is important that they keep all their receipts to fill out their travel vouchers, Butler said.

Some receipts for low dollar amounts may not be required, but they’re good to have, she said, adding that receipts are mandatory to claim lodging and anything higher than \$75.

Butler said it’s also good for travelers to keep a hard copy of all vouchers they file in case they are audited.

“DTS keeps [vouchers] electronically in the system for six years and three months, but things can go wrong,” she said. “If [employees] have a backup copy, they will be prepared.”

DTS users should follow the tabs across the screen when they are preparing orders or filing vouchers, Butler said.



Photo Illustration by Joy Brunk

“It’s going to guide them through the different pages,” she said. “If they start skipping around and they’re a new user, they might miss something.”

The government is constantly modifying how the system works to enhance it and make it more user friendly, Butler said. The website offers training materials such as

demonstrations, Web-based training and distance learning, which help make DTS more user friendly.

“If travelers take the time to watch a demonstration, read a [pamphlet] or ask some questions before they get started, the training will definitely make it easier for them to use the system,” Butler said. 🌟

# We are DLA

## MANAGING STRATEGIC MATERIALS

Story by Beth Reece  
Photos by John Reinders

**G**lobal competition for raw materials is increasing, but one Defense Logistics Agency activity is ensuring the Defense Department has access to critical items, like titanium and lithium, that are necessary to build military equipment.

“In my mind, DLA Strategic Materials is like an insurance policy or a risk manager. We’re here to assess global markets and know where to get raw materials even when availability is low,” said Ronnie Favors, administrator of the activity.

When the lead time for specialty

steel needed to produce Bradley Fighting Vehicles soared to about 18 months in 2005, Favors’ staff contracted with industry to reduce the time to about two months. The contract also created a buffer of extra material for periods of peak demand.

“DLA Strategic Materials played a large role in establishing the specialty steel buffer we now have in place and helps make sure the Department of Defense doesn’t run short of raw materials at critical times,” said Luis Villarreal, manager of the Warstopper Program, which protects industry’s ability to produce equipment the military needs to meet wartime requirements.

Formerly known as the Defense National Stockpile Center, DLA Strategic Materials was created in 1939 to help the nation avoid dependence on foreign sources of supply, especially during a national emergency. By the early 1990s, the activity stored more than 80 commodities at 77 storage locations around the country. In 1992, Congress

declared most of the materials excess and required the majority of them be sold.

The activity has sold \$7 billion worth of materials since then, Favors said. “The money we’ve made is used to run the organization, so we’ve been self-supporting for a number of years and will continue to be in the future,” he said.

Today, the activity employs 90 people and stores 21 commodities at 10 locations around the United States. These commodities range from base metals such as zinc, cobalt and chromium to precious metals such as platinum and iridium. While most of the commodities are still considered excess and awaiting purchase, a few remain in demand for military equipment. Beryllium is used to create structural components for aircraft and nuclear weapons, for example, and germanium is used in fiber optics.

DLA Strategic Materials is no longer what Favors called a “buy and hold” organization. Since 2006, officials have worked to create a new business model that gives the activity more flexibility to meet the Defense Department’s material needs.

“As the world has changed and countries like China and India have become more industrialized, the need for raw materials has grown,” Favors said. “Our mission is still the same – to have materials ready in the event of a national emergency – but now we look to being more responsive to the services’ needs.”

Favors and his staff sent a report to Congress in April 2009 recommending that the National Defense Stockpile be reconfigured into a strategic materials security program. This would move DLA Strategic Materials from a traditional stockpile model to one of acquisition support and commodity expertise, Favors said. The new model would give



DLA Strategic Materials employee John Eller packs excess tin for shipping from a DLA Strategic Materials storage site in Point Pleasant, W.Va., in 2004.



the activity flexibility to decide which materials it should purchase to meet the military's needs.

"We will do much more outreach with the services to see what their requirements are, as well as research the global market for strategic materials," Favors said.

Rather than buying and storing large quantities of raw materials, the activity expects to purchase stock based on the military's projected need for a set period of time, he added. Putting storage and management in the hands of manufacturers who will ultimately use the material to create equipment will also help save money because DLA Strategic Materials will not need to pay to store it on leased government property, he said.

Favors' staff is working ahead of legislative changes to ensure military customers have access to the raw materials

they need. Strategic material experts have partnered with the Air Force to mitigate a shortage of rhenium, a component in super alloys used in high-efficiency jet engines, for example. Employees at Tinker Air Force Base, Okla., have been recycling jet engine turbine blades to recover the chemical, but DLA Strategic Materials is working to broaden the program to avoid shortages for the Army and Navy.

"We think this program has a lot of promise because there are a couple of other materials we can recover in the process," Favors said.

To meet a shortage of titanium ballistic plate used by the U.S. Army Armament Research, Development and Engineering Center to build gunner protection kits and other components that improve warfighter survivability, strategic materials experts

**Workers prepare strategic material for shipment overseas.**

are working on a contract that will meet estimated demands.

"We're also taking our current inventory of germanium and upgrading it to a different form that would be more useful, especially for some of the Air Force's aerospace projects," Favors said.

The United States' reliance on imports of nonfuel mineral materials is rapidly expanding because current mining and environmental laws make it a challenge to acquire those materials on American soil, Favors added.

"Access to material is a major topic in the industrial base world," he said. "But I believe our new model will serve the military and American taxpayers well as we work toward reducing the risk of shortages in material." 🌟



# I AM DLA

**My name is:**

Mary "Bootsie" Cottrell

**I am:**

Supply Clerk, office Automation, in DLA Aviation.

**How long have you worked at DLA?**

Since Feb. 23, 1960. More than 51 years.

**What is your best memory of working at DLA?**

In October 1976, Lady Bird Johnson paid a visit here to tour the American Freedom Train that had historical antiques and other artifacts. After her tour, she visited the center restaurant. I was in the crowd, and it was so exciting to be in her presence.

**What is your favorite thing about working for DLA?**

There are two things. First, family members before me worked here, and it is an honor to have followed in their footsteps. Second, it is truly an honor and I am proud that I have been able to help our military on a daily basis in my job for all of these years.

**How have you seen DLA grow over the years?**

It has grown tremendously. We have gone from working many hours with manual tasks to being almost fully automated. Technology has been the biggest growth.

Mary Cottrell

