

# LOGGLINES



**PROVIDING SUPPORT TO  
FEDERAL  
AGENCIES**



from the  
**DIRECTOR**

**Lt. Gen. Andy Busch, USAF**  
**Director, Defense Logistics Agency**

It is an incredible honor for me to be back at DLA to lead this amazing logistics enterprise. This is actually my third tour with DLA, and our mission is incredibly important to the warfighter and to the disaster response apparatus of our national government. I believe we are successful in that mission because of the professionalism and dedication of the workforce. While we have seen great success, this is a critical time for the department and for the country. Our nation expects and demands excellence, and our job is to ensure continued logistics superiority in the face of continued budget uncertainty. I am here because I believe in what we do and I believe you have unparalleled capacity to keep having a monumental impact.

I serve for the same reasons many of you serve – to help make the world a better place through service to a higher idea. Here at DLA, we are committed to our nation’s warfighters, and we do amazing things for them. We are also committed stewards of the taxpayers’ money and will constantly seek to get them the best deal.

I believe the only way to keep doing these things is through a continued evolution to excellence – excellent response time, excellent delivery rate and excellent customer service. We are already doing it and we are the team to keep doing it.

We provide that excellent service to non-DoD agencies as well, and that

is what this edition of Loglines is all about. In this issue, you’ll read about warehousing, property disposal and human resources support to other federal agencies. There is a highlight of DLA’s ability to provide 24/7 support anywhere in the country as illustrated by our support to the U.S. Forest Service Fire Protection Program.

Additionally, you’ll read about providing fuel anywhere in the world to support agencies like the Coast Guard, FEMA and the National Geospatial-Intelligence Agency. You’ll learn how DLA’s change from E-mall to FedMall has made the system more user friendly for federal agencies, and you’ll read about our cost-saving, environmentally friendly efforts to provide gases, lubricants and petroleum to other federal agencies.

Many organizations aspire to have an impact. We do more than aspire, we achieve. We have the talent, the resources and the perseverance. I couldn’t ask for a better organization to lead into its next chapter.

Thank you for what you do every day for our warfighters and for our nation. I look forward to working with each and every one of you. ☪



# LOGLINES

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# VALUE ADDED

Story by Beth Reece

**N**o organization in the world juggles small- and large-scale logistics like the Defense Logistics Agency, and federal agencies are beginning to take notice.

“A lot of organizations are starting to realize that what we do is not unique to the military. While the military is our primary customer today and tomorrow, there are things we already provide that other federal agencies can easily take advantage of,” said David Kless, who oversees DLA’s support to federal agencies for DLA Logistics Operations.

Kless’ team and experts from all of DLA’s supply chains are working with federal agencies to demonstrate how

they, too, can take advantage of the same tailored logistics support enjoyed by military customers worldwide. In most cases, federal agencies that do business with DLA are able to tap into mature, time-tested pipelines and get better prices for the same material and services they would have purchased elsewhere.

“The more business DLA does, the cheaper things get. And in these days of scarce dollars for both the Department of Defense and federal agencies, that’s very important,” said Bruce Neuberger, a logistics management specialist for DLA Logistics Operations.

The fact that DLA operates with working capital funds also gives the

agency flexibility to make purchases in cases where other agencies might be required to wait for funding, he added.

The agency already has a mix of formal and informal agreements with several federal agencies. It’s had a formal arrangement with the Federal Emergency Management Agency since Hurricane Katrina hit the Gulf Coast in 2005. While the current agreement calls for DLA to provide FEMA 1 million meals, ready-to-eat and 200,000 gallons of fuel per day during disaster response operations, agency employees saw the need for more following Hurricane Sandy and doubled, or even tripled, the amount of daily support to responders.



Air Force Senior Airman Hailey Haux

Many of the fresh fruits and vegetables eaten at schools throughout the nation come from DLA through a Department of Agriculture program that provides low-cost or free lunches to qualifying children.



DLA also supplies fresh fruits and vegetables for a Department of Agriculture program that gives low-cost or free lunches to qualifying schoolchildren. And when the Department of State assumed U.S. operations in Iraq in December 2011, DLA used existing contracts to provide food and fuel.

“To date, a lot of this support has been purely dependent on a willing customer. But things like the school lunch program have become so successful that after an agency starts partnering with us, they begin to wonder what more we can do for them,” Kless said, citing the Coast Guard as a good example.

The service has bought fuel from DLA since 2006, but in recent years Coast Guard officials have asked for support in other commodities. In November, the agency took on the responsibility of managing service-unique items on the Coast Guard’s 87-foot coastal patrol boats. Storage and property disposal services could be next, Kless added.

One of DLA’s newest federal-agency partnerships is with the Wildland Fire Protection Program, for which it oversees more than 300 items, such as water hoses

and pumps, for 30,000 firefighters across the country.

To further expand its federal-agency customer base, DLA invited 20 agencies, including the Department of Veterans Affairs and the Department of Transportation, to a Value Added Opportunities Summit in December. The event highlighted areas in which DLA can potentially provide logistics support at lower costs, ranging from clothing and textiles to fuel, property disposal and storage.

“While some agencies have been DLA customers for a long time, others have only recently done business with DLA, and some have not had any interaction with DLA,” Kless said. “This last category is where there was real benefit to having the summit, as they heard not only from DLA but from other agencies who talked

Coast Guard Chief Petty Officer James Moerl steers an over-the-horizon small boat from the Coast Guard Cutter Dallas to conduct a multinational vessel boarding. DLA provides fuel and repair parts to the Coast Guard and is discussing whether the service could benefit from using the agency’s storage and property disposal services.

to the positives as well as where we are working to improve. Overall, I think attendees left the summit with a much better appreciation for what DLA does and how we may be able to help solve some of their current logistics issues.”

The summit resulted in follow-on meetings with such organizations as the U.S. Secret Service, NASA, and the National Oceanic and Atmospheric Administration. And agencies such as the Department of Homeland Security have shown specific interest in warehousing and property disposal. In many cases,

“The more business DLA does, the cheaper things get. And in these days of scarce dollars for both the Department of Defense and federal agencies, that’s very important.”

— Bruce Neuberger



Air Force Senior Airman Kathrine McDowell

Soldiers with the 20th Civil Engineering Squadron help each other into chemical, biological and radiological suits. Protective gear such as this is not unique to the military and could also be used by the Department of Homeland Security and the Department of Health and Human Services.

“When DHS was stood up after 9/11 and they were given their mission in 2001, they went out and bought all this protective equipment, but is it still good today? We already provide protective equipment to the services; maybe other customers can use the same material,” Kless continued.

Other possibilities: uniforms for the Transportation Security Administration and food preparation equipment for emergency responders who find themselves setting up temporary field operations.

“It’s good for the government,” Kless said. “Fifty years ago, when DLA was stood up, it was because the services were acting independently, not sharing information and competing against each other for resources. That same phenomenon exists today in the federal government.”

Some may think DLA’s focus on supporting federal agencies is an effort to offset the decline in sales since the end of the wars in Iraq and Afghanistan, but Kless said that’s not possible.

“It will never balance out the magnitude of what we were providing during those operations. We’re doing this more for the good of the government and to provide the same support to our federal partners,” he said.

While DLA is used to providing large-scale logistics and getting better prices using economies of scale, DLA Logistics Operations Director Navy Rear Adm. Vince Griffith has assured federal agency leaders that the agency can also tailor support to suit smaller organizations and missions.

“At DLA, the customer defines success,” Griffith said at the summit. “When we work with you, your metrics are how we’re going to measure [success], not our metrics. So the one-size-fits-all approach isn’t applicable here.”

It just doesn’t make sense for federal agencies to perform tasks that aren’t included in their missions when DLA already has the expertise.

— David Kless

it just doesn’t make sense for federal agencies to perform tasks that aren’t included in their missions when DLA already has the expertise, Kless added.

“We already have the ability to warehouse and distribute worldwide. And not only can we help get material to the customer; we can also deal with excess material in warehouses that is either obsolete or no longer used, so other federal agencies aren’t contracting for that service on their own.”

Another opportunity could be medical and protective equipment for organizations such as the VA, DHS and the Department of Health and Human Services.

Story by Beth Reece

Online buyers within the federal government will begin using an e-commerce platform that rivals those of well-known companies like Amazon, eBay, and Walmart when the Defense Logistics Agency unveils the new FedMall this fall.

A collaborative effort between DLA and the General Services Administration, FedMall is being designed to give customers what they've been asking for: a better search engine, pictures with every item and more competitive pricing.

"When EMALL was set up over a decade ago, it was with modern technology at the time, but technology has changed, and customer expectations have changed. Business practices have also changed," said Kevin Burke, a procurement analyst for DLA Acquisition.

EMALL was created in 1998 as a

web-based ordering platform where members of the Defense Department and state and federal agencies could acquire off-the-shelf goods and services from the commercial marketplace and government sources. It has grown from just a few

million items to more than 65 million, absorbing products previously available through such venues as DLA's Electronic Catalog Ordering System.

Officials from the three DLA directorates that run and manage EMALL – DLA Information Operations, DLA Acquisition and DLA Logistics Operations – have been working with GSA since fall 2014 to develop requirements for the new FedMall, which is scheduled to debut in September.

"We recognize that by working together, we can build an online ordering tool that exceeds what either of us can do alone. Through this FedMall partnership, we can better support our customers while operating more effectively and efficiently," Burke said.

FedMall should get customers excited, added Phil Deboe, EMALL program manager for DLA Information Operations, which is responsible for maintaining the technology.

"Customers have told us they want to see a better search engine and pictures with each item at the time of purchase. They also want to be able to look at different types of shipping options in case they need something sooner than other customers. These are some of the things



# THE NEW MALL

## From DoD EMALL to FedMall



### Technology Enhancements:

- Modern eCommerce Solution
- Scalable and Flexible
- Rapid Implementation



### Business Value:

- Customer Focused
- Better Supplier Relationships
- Dynamic Pricing and Lower Costs



### Why FedMall is Important:

- Delivers on OMB and DPAP Initiatives
- Modern and Effective
- DoD & GSA are Stronger Together

FedMall will improve the user experience, adopt industry best practices and provide one-stop shopping.

# Providing Support to Federal Agencies

that commercial e-commerce tools do today that can be done in EMALL now, but it's cumbersome," he said.

Combining EMALL and GSA's online shopping tool, called GSA Advantage, will not only give DoD, state and federal customers a single place for all their shopping needs, but also reduce the information technology footprint and save taxpayers' dollars, Deboe added. It will also be auditable.

"We're working aggressively to ensure that all the audit readiness issues found in EMALL will be corrected and moved into FedMall, to include the way we assign access," said Annette Griffin, EMALL integrator for DLA Logistics Operations. Griffin works with customers to ensure EMALL meets their needs.

DLA Logistics Operations Deputy Director Michael Scott said the new platform will bring value to everyone involved.

"We are excited to be a part of the solution to modernize DoD EMALL into a world class e-commerce system. The benefits of FedMall will provide a user-friendly, one-stop ordering platform for our customer base," he said. "It is a win-win for both our customer and vendor communities."

One of the major benefits of FedMall will be the use of dynamic pricing.

"This allows customers to take advantage of what's going on today in the marketplace, where, as supply and demand shifts, prices go up and down," Burke said.

The current EMALL is based on indefinite-delivery contracts, in which prices may change only with a contract modification. DLA Contracting Services Office Philadelphia is working with the

FedMall team to increase competition among vendors by streamlining the contracting process. Under a new application process, a prospective vendor's catalog and application is reviewed by government officials. If approved, the vendor's items are included on the site through a flexible contract arrangement, and the vendor is free to adjust prices at any time without a contract modification. Vendor catalogs will be evaluated for order fulfillment and technical and quality assurance through a partnership between DCSO Philadelphia and DLA Headquarters.

of their organization when ordering. Every time a user logs on, for example, the system will automatically base product searches on such preferences as lowest price or quickest delivery. Customers that prefer to shop with AbilityOne or want to buy only environmentally friendly products can also have that programmed into their organization's business rules.

"And if the user is not allowed to order certain products, that business rule will already be there, as well. We didn't have that with EMALL, so this is a lesson learned that we're incorporating into the new system," Griffin added.

Additionally, customers using the new FedMall should find it easier to determine whether an item is what they truly want, she said.

"Before, it was very challenging for the customer to determine what good they wanted based on the best price, because if you pull up boots on EMALL and one is \$19 and another is \$34, the customer is going to say they want the \$19 item, because it looks the same," she said. "However, if you look at the characteristics and intended uses of those two

items, they're completely different. That's partly why customers' business rules and requirements are being built in."

Items in FedMall will also be clearly marked as commercial or military specific.

While the new electronic mall may seem a lot like other commercial sites in regards to user experience, Burke said it won't be the same.

"What's different is we're going to have a more open marketplace than any other particular company would have. We, the federal government, aren't selling anything; we're just providing the marketplace," he said. "Bottom line, our goal is to have the best site we can offer." 🇺🇸

## The Way Ahead for FedMall

### Dynamic Pricing Model

FedMall will be able to provide a Web-based form for vendors to add and remove their products and control pricing.

### DoD and Federal Single Electronic Mall

FedMall will provide a single sign on for other ordering systems, an auto re-ordering function and one-stop-shopping for all agencies.

### Agile Functionality Integration

FedMall staff will be trained to operate and maintain administrative functions; functionality time-to-production will be greatly reduced and expedited shipping options will be available.

"By creating an environment where multiple vendors are fairly competing against each other, we should see costs go down, especially as we attract more customers who are buying the same items," Burke said.

The new vendor application process is also intended to reduce the burden on vendors who say it's difficult to do business with DLA via EMALL, he added. "And a lot of the federal agencies we hope to do business with in the future are concerned about whether suppliers they already work with will be able to participate. With FedMall, they will."

Built-in business rules will also assure users that they're complying with the poli-

Story by Sara Moore

**A**lthough its name denotes its expertise in logistics, the Defense Logistics Agency has another service to offer to federal agencies: human resources support.

Since 2011, the Department of Defense Customers organization within DLA Human Resources Services has provided HR services to many non-military DoD organizations, and the capacity exists to expand that support to federal agencies outside DoD, said Jill Dixon Cromer, DoD Customers organization director.

“DLA Human Resources is a recognized high performing organization and HR service provider, providing tailored and scalable HR services based upon customer needs,” she said.

The DoD Customers organization was created in response to the 2005 Base

# BEYOND LOGISTICS

Realignment and Closure Commission, said Shelly Leitzel, deputy director of the organization. BRAC 2005 consolidated civilian personnel departments within the military services and the defense agencies and transferred many HR functions from other defense agencies to DLA.

Made up of less than 300 employees, the DoD Customers organization serves about half of the department’s “Fourth Estate” agencies, those that are not

directly aligned with a military service, Leitzel said.

Supported agencies include the Office of the Secretary of Defense, the Defense Advanced Research Projects Agency, the

Competitors line up in shopping carts as they prepare for the supermarket scavenger hunt during the commissary’s 8th annual Special Olympics at U.S. Marine Corps Air Station Cherry Point, N.C. The Defense Commissary Agency is one of the Defense Department organizations supported by DLA Human Resources Services.



Marine Corps Cpl. Grace Wladkewics

# Providing Support to Federal Agencies



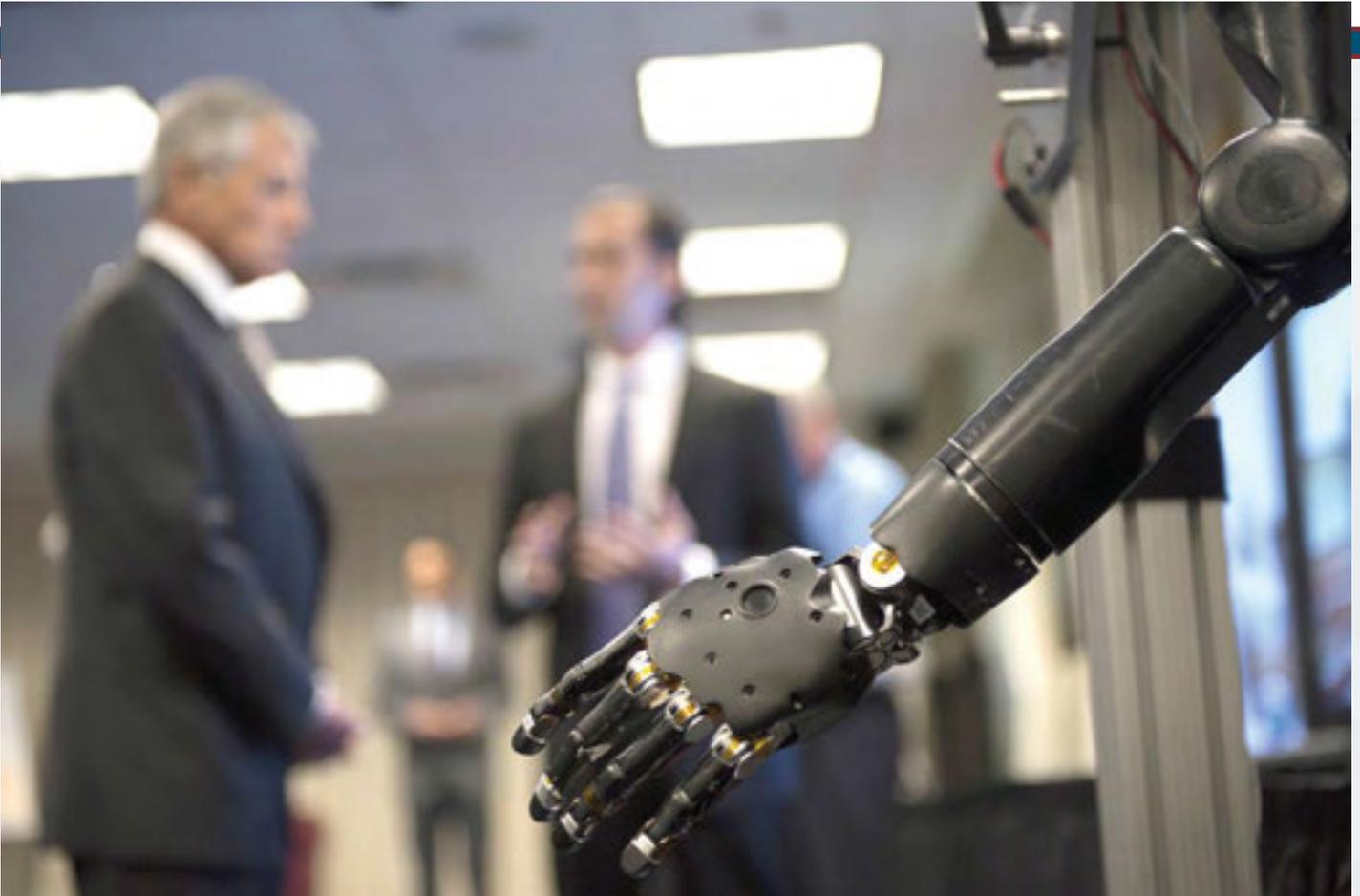
Army Spc. Iesha Howard

Defense Human Resources Activity and the Defense Commissary Agency, among others. In total, the organization serves about 47,000 civilian employees. The organization operates much like a business, with its operating funds coming from customer payments for services rendered.

“We process all personnel actions, to include employee benefits actions, for all the customers that we service,” Leitzel said. “We are also positioned to provide other human resources services, depending on what the customer has requested us to provide to them. For example, some of our customers have requested we provide position classification services or employee relations.”

DLA Human Resources could provide its full range of services, including classification, recruitment and placement; employee benefits; personnel records management; employee and labor relations; personnel action processing; travel entitlements and allowances; overseas entitlements and allowances; injury compensation; and workforce development to eligible federal agencies, Cromer said. As it does for DoD organizations, DLA would process all these transactions from a distance, but the lack of proximity has never affected the quality of its support, Leitzel said. In fact, having an entire staff of human resources specialists at their disposal means the agencies get quality support when they need it most, she said.

Gregory Huntley, the Gernersheim central distribution facility manager with the Defense Commissary Agency Europe Area, gives a tour of a storage facility at the Gernersheim Army Depot. DeCA is one of the Defense Department organizations DLA supports with human resources services.



“We have found over the course of time that our customers have peaks and valleys in their missions,” she said. “Luckily, they have those peaks and valleys at different times, so we are able to leverage resources across the organization to help when they hit.”

Servicing so many different organizations can sometimes be challenging, Cromer said. Standardizing support to fit within DLA’s negotiated service level agreement requires some work, because each organization has its own unique policies and practices and DLA wants to provide each with the most comprehensive support possible. However, working closely with customers and customizing support to fit their needs keep the human resources services running smoothly, she said.

Working with federal agencies outside of DoD would potentially bring new challenges, like trying to grant these agencies access to DLA’s human

resources systems, Cromer said, but the agency’s experience with DoD organizations has prepared it to find just these kind of solutions.

The DoD Customers organization has been up and running since 2007, and now the support comes across pretty seamlessly, Leitzel said. But in the beginning, the office had to be built from the ground up, and talent had to be developed from within. When the office was established after BRAC 2005 implementation, DLA was able to get some experienced employees from surrounding federal agencies. But for the most part, it capitalized on entry-level employees and interns who were trained and mentored to become the seasoned staff they are today. As new agencies brought their business to DLA, there was a short transition period while new partnerships were developed, but after a few months, things began operating efficiently, she said.

Secretary of Defense Chuck Hagel, left, listens to a briefing about prosthetics technology from representatives from the Defense Advanced Research Projects Agency at the Pentagon. DARPA is one of the Defense Department organizations DLA supports with human resources services.

The DoD Customers organization reached full operating capacity in fiscal 2011, Cromer said. Since then, it has been reaping benefits for its customers. Since reaching full operating capacity, the organization has reduced human resources servicing costs to its customers by more than \$10 million, she said, a savings that shows potential for future federal partners.

“DLA Human Resources as a service provider has saved the Department of Defense over \$10 million by providing efficient, cost-effective human resources services,” she said. “The expectation is partnering with other federal agencies would yield savings to those agencies and, in turn, the federal government.”

# FUELING



# FEDERAL EFFORTS



NOAA Photo

Story by Amanda Neumann

**W**hen it comes to supplying fuel, Defense Logistics Agency Energy is a \$17 billion sales machine, accounting for half of DLA's total sales in fiscal 2014 alone. While most of that fuel went to the agency's military customers, almost \$1 billion worth headed to more than 2,000 locations worldwide to support federal civilian customers.

According to federal regulations, federal agencies are directed to use DLA Energy when their annual fuel requirements exceed 10,000 gallons a year, but they also use DLA Energy for quantities less than that amount. DLA Energy can offer many benefits to federal customers, namely lowered costs, transparency and agility, DLA Energy Commander Air Force Brig. Gen. Mark McLeod told federal representatives at a Dec. 15 summit.

"The [Department of Defense] and the federal government point you towards us as a provider, but what we want to do is make this mutually beneficial," he said. "Come to us and let us help. We cover about 75 percent of the workload from the federal government agencies right now, and I think there are ways that we can close that gap."

Establishing partnerships with federal agencies isn't new to DLA Energy. In fact, DLA Energy and its predecessor

A National Oceanic and Atmospheric Administration navigation response team surveys the water around New York's Liberty Island. In fiscal 2014, more than \$1 billion worth of DLA Energy's fuel sales were to federal agencies like NOAA, which uses DLA Energy-supplied fuel for its ships.

# Providing Support to Federal Agencies

organizations have provided contract support for fuel since before World War II, said Marc McConahy, chief of the customer relationship management division in DLA Energy.

“Since the 1930s, we’ve accepted and contracted for federal agency fuel requirements with a minimum of paperwork,” he said. “We’ve accepted these requirements

on a worksheet, by email, and by fax; we’ve successfully done business informally like this for years.”

Today, with new federal acquisition regulations and audit readiness responsibilities, the agency is entering into formal fuel purchase agreements with federal partners, helping firm up relationships and support obligations, McConahy said.

“There are lots of reasons we’re doing formal agreements now, but it’s namely for auditability purposes,” he said. “Plus, we get down to the details on who is going to do the work, at what level in that customer organization it will be done at and how we want to do the billing.”

DLA doesn’t require agreements with all agencies, McConahy noted. Agencies that are funded by DoD, like the National Geospatial-Intelligence Agency, are directed to use DLA by DoD regulation for their supplies and services and don’t require formal agreements.

Agreements can last for up to nine years and have to be reviewed annually, McConahy said, adding that oftentimes, several agreements are in place with the same federal department simultaneously.

“I try to get national agreements signed whenever possible; however, federal agencies are organized much differently from DLA and much differently from each other,” he said. “Some have centralized processes while others, for example, the Department of Interior, defer to their bureaus, like the Fish and Wildlife Service, the National Park Service, etc. Each of those bureaus gets its own appropriation from Congress and allocates that funding further down, so basically, I’m following the money, and I have to work my way down from bureaus to regions and then to sites for agreements.”

So far, more than 40 agreements have been signed between DLA Energy and federal agencies that want to receive fuel products, McConahy said. Federal agencies use DLA’s external business web tools to place fuel orders and record accepted delivery, which ensures an appropriate audit trail for both DLA and its customers.

“Our largest non-DoD customer is the U.S. Postal Service,” he said. “We estimate their requirements to be around 49 million gallons annually, supporting 200 locations where deliveries will go directly to USPS-owned tanks that dispense to their delivery vehicles, like the ones that



Army Sgt. Ferdinand Detres Jr.

Army Sgt. Rockievie Givian, a petroleum specialist, fills a truck at a fueling point at Joint Base McGuire-Dix-Lakehurst, New Jersey, during relief efforts for Hurricane Sandy. Thanks to an interagency agreement, DLA Energy can quickly supply fuel to the Federal Emergency Management Agency during disaster relief operations to help meet requirements.

## Contingency Fuel Support

One of the best examples of DLA Energy’s immediate fuel support lies with the Federal Emergency Management Agency, the lead agency for the federal government supporting natural and man-made disasters in the continental United States.

DLA Energy Commander Air Force Brig. Gen. Mark McLeod spoke of the partnership to federal representatives at a Dec. 15 summit at the McNamara Headquarters Complex.

“With FEMA, it’s the ability to plan forward,” he said. “By putting in the advanced fuel storage locations, if we ever get another super storm in the northeast, we’ve got the ability to have quick access to that fuel at multiple locations and support them in contingency operations. That’s the ‘new’ way of thinking about how to prepare across the whole of government. We’re all logisticians; we all think about our own collective responsibilities in the same way. Think of us though as a means of unleashing a much larger capability to support those sorts of things.”

The interagency agreement between DLA

and FEMA was established after Hurricane Katrina hit the Gulf Coast in 2005. The two agencies realized there were duplicate efforts and little coordination or communication for disaster relief support. DLA’s 18 distribution centers and quick turnaround times were an asset when supplies, equipment and especially fuel were needed to supplement FEMA’s stock.

In 2012, DLA continued its support on two more FEMA emergency disaster relief efforts. In August, DLA provided fuel and meals to FEMA in the aftermath of Hurricane Isaac. In October, through a ground fuel contingency contract, DLA Energy provided 10.2 million gallons of fuel to support FEMA when Hurricane Sandy hit the East Coast. That year, DLA provided more than \$58 million worth of disaster relief support, including food and fuel, to FEMA.

In fiscal 2014, DLA’s support to state and local governments and federal agencies, including FEMA, totaled more than \$183 million.

— Amanda Neumann

come by your house; heating fuel when needed; and their vehicle maintenance facilities around the country.”

The Department of Interior is the next largest federal agency, with 37 million gallons annually in direct vendor fuel deliveries, McConahy said, and DLA also supplies about 60 percent of the Department of Justice’s requirements, with plans to expand that support.

Another part of DLA Energy’s business with federal customers involves the sale of fuel for planes and ships, McConahy said.

“If they want to land at a military base, they can use the [Aviation Into-Plane Reimbursement] card to get fuel,” he said. “They can also use all of our contracted into-plane refueling locations, like at Chicago O’Hare or Dulles, and they can land at any commercial location that will accept an AIR Card for payment. Most of the fuel for ships goes to the Navy, obviously, but we also support [the National Oceanic and Atmospheric Administration], the Coast Guard and others.”

With the recent integration of DLA Energy into the Enterprise Business System, DLA’s primary financial system, fuel support has become easier to manage, McConahy said. EBS allows DLA to aggregate all the requirements of DoD and federal customers, consolidate federal purchase requirements, attract more vendors and allow for better volume pricing, he said, which is a “win-win” for all DLA customers.

“Until EBS came along, we had no standardized, automated mechanism to recover costs, so EBS is the key to successfully rolling out this program,” he said. “Now we have a more robust supply chain management system, and it gives us the ability to track the contract performance and sales and assess or optimize the supply chains that lead to improvements in many areas from execution to oversight. We can see what the customer is doing and how much they’re



In January, DLA Energy made a one-time fuel delivery to the remote Midway Islands in support of the Coast Guard. The islands, located in the Pacific Ocean, are 1,300 miles from the nearest source of fuel, making delivery challenging.

## Supporting the Coast Guard

**A** one-time fuel resupply to the remote Midway Islands is a prime example of DLA Energy’s ability to provide fuel anytime, anywhere to federal customers, in this case the U.S. Coast Guard, said Marc McConahy, chief of the customer relationship management division in DLA Energy.

“We’re commonly refueling the Coast Guard, because they come to us for their fuel,” he said. “This is a long-term relationship. We’ve had agreements with them for more than 20 years.”

Even though the Coast Guard is part of the Department of Homeland Security, it is supported in much the same manner as the military services, McConahy said.

Up until December 2014, fuel going to the Coast Guard site at Midway was provided by DLA Energy and transported to the islands by the Fish and Wildlife Service via cargo barge, McConahy said. But when the Fish and Wildlife

Service was unable to assist with fuel delivery, DLA stepped in, because distribution is part of its partnership with the Coast Guard, he said.

“Getting fuel to Midway is particularly challenging,” he said. “It’s 1,300 miles from the nearest source of fuel, you can only get fuel there using 5,000 gallon containers, environmental regulations limit delivery to 42,000 gallons, and the barges capable of safely reaching Midway are few. So the scheduling is quite difficult. Plus, it takes 10 days for the barge to get there and 10 days for it to return. There is a lot of coordination needed internally and externally to accomplish this mission.”

The resupply, completed in January, brought the Coast Guard back to its normal inventory level and helped fulfill a unique mission for DLA Energy.

— Amanda Neumann

using the contract. [Federal agencies] have the same visibility at all levels in their organizations. So there are factors in place that were never there before.”

With more than 730 unique federal installations, each site can have multiple delivery locations and fuel product requests, McConahy said.

“We support some sites for the Federal Aviation Administration in Alaska that are unmanned,” he said. “The only way you can get fuel to them is by plane, and the resupply is subject to the weather. In the Grand Canyon, we have multiple delivery points. Every site that we support, federal or military, is unique, so it’s crucial that we tailor the requirements very specifically to the

customer’s location and needs.”

With sales to the military declining due to budget constraints, federal agencies can help DLA Energy recoup some of its lost business, McConahy said.

“In the next couple of years, [military] sales are clearly going to be down, but we’re getting new federal customers all the time,” he said. “Overall, the annual value of these [federal] contracts exceeds \$670 million. So from that standpoint, it makes up a little bit for our loss of DoD sales. We tell federal agencies, ‘We’re here to support you.’ We know our EBS process works for about 3,000 military line items quite well, so we’re just working to carry that success through to the federal agencies.”

Providing Support to Federal Agencies

# QUENCHING THE FL

Story by Navy Petty Officer 1st Class Daniel Garas





# AMES

**W**ith 3.4 million acres burned at a cost of more than \$1.7 billion in 2014, wildfires pose a serious threat to the citizens and wildlife of the U.S. The job of managing the national logistics for fighting these fires falls to the National Interagency Support Cache system at the National Interagency Fire Center in Boise, Idaho.

The NISC provides a variety of specialized equipment, including medical supplies, firefighting tools and protective gear.

Ensuring the NISC warehouses are properly supplied with the necessary equipment rests with the Defense Logistics Agency. DLA is usually known for supplying the military, but by supplying the federal, state and local wildland fire agencies, the agency is showing new customers that it caters to more than the Defense Department.

“Whatever they need from DLA, it’s my job to find answers for them,” said Chris Stephens, the DLA liaison officer to the U.S. Forest Service. “If they have questions, it’s my job to walk the halls and make the contacts to get them solutions.”

Stephens said that the program began after the General Services Administration discontinued warehousing and distribution services for the Forest Service, other federal agencies, and state and local cooperators in April 2014. Due to a joint DLA/GSA decision, the NISC was in need of a supplier for the upcoming fire season and worked hard to

facilitate a smooth transition with DLA. By June, GSA transferred responsibility for the management of more than 5,000 items, including hoses, hose couplings, firefighting gear, uniforms, helmets, batteries and all kinds of tools to DLA.

“We never dealt with an agency with the size, scope and capability of DLA,” said Matthew Cnudde, deputy branch chief of equipment and chemicals for the NIFC. “Even though it’s difficult to make changes, [DLA] has the resources to do things that we are excited about pursuing, such as research and development.”

In June, Army Col. Eric Sloughfy, chief of DLA’s Joint Logistics Operation Center, said that DLA’s partnership with NIFC was an ideal match, because DLA provides 24/7 support through its customer interaction center and the JLOC to respond to emergencies quickly and assist with monitoring high-priority requisitions.

That same month, members of DLA Logistics Operations traveled to Boise to gain a better understanding of NIFC’s logistical needs and tour its facilities.

David Kless, DLA Logistics Operations’ national account manager for federal and international programs, said the meeting was crucial for both organizations to plan for success. Additionally, he said, the process of transferring control of supplying and then integrating two existing systems to perform a task as complex as fighting wildfires was no easy assignment.

“Other federal agencies have

Firefighters work on a burning operation at the Rim Fire in the Stanislaus National Forest in California in 2013. The National Interagency Fire Center’s current strategy is to store most of its inventory in the western U.S. where wildfires are prevalent, so it can be closer to firefighters on the ground. These stores can be augmented around the clock by DLA’s JLOC.

— Photo by Mike McMillan, U.S. Forest Service

# Providing Support to Federal Agencies

internal policies that differ from those of the Defense Department, so making the cultural translation will have its challenges,” Kless said. “Meeting with the Forest Service gives us a much better appreciation of how they operate, ensuring we understand their business and meet all expectations.”

The process began with what Stephens called a logistics reassignment, where the stock numbers from GSA’s inventory were transferred to DLA’s system.

“There was quite a bit of material transferred from the GSA warehouses,” he said. “And, as can be expected when organizations as diverse as GSA and DLA collaborate, there were administrative and logistics systems challenges to overcome. The two organizations met regularly to ensure the reassignment effort stayed on track, but more importantly, to ensure uninterrupted support to the U.S. Forest Service and their critical mission.”

Stephens said the U.S. Forest Service already operated a highly efficient nationwide logistics system that met the needs of their 11 interagency support caches. However, because of the rather short-notice transition from GSA to DLA and the quickly approaching 2014 fire season, the agency was not able to properly equip them with essential order fulfillment and asset visibility tools like DoD EMALL.

Leaders from DLA and the U.S. Forest Service met regularly and worked to solve the problems and develop a plan for a way forward, which included developing an ordering form directly out of the NISC inventory system that could be emailed for an efficient process.

“We had them email their requirements to the DLA customer interaction center,” Stephens said. “The CIC took the extraordinary step of entering all customer orders for this program into EMALL.”

DLA’s solution, while unorthodox, demonstrated a new level of flexibility, Stephens said. More importantly, he noted, it worked. That season, DLA was able to fulfill the Forest Service’s needs and identify several useful lessons to help improve the partnership going into 2015.

During the off season in 2015, NISC employees will begin extensive EMALL training provided by DLA. The training will allow them to navigate the system effectively and will give them greater autonomy, Stephens said.



Army Pic. Craig Philbrick

A fire crew digs a fire line near Yosemite National Park, California. DLA began providing supply and logistics to the NISC after the GSA discontinued warehousing and distribution services for the forest service in April 2014.

After working out the technical issues with EMALL, another challenge DLA faced was stockpiling equipment and applying a customer-service approach that would fit NISC’s unique supply chain model.

Cnudde said he believes the difference in the business model was probably the most difficult thing for DLA to adjust to. The NISC employs a use/reuse philosophy, meaning that what is issued to each incident gets returned. If items are serviceable, they are refurbished and repacked after each fire.

“There is complexity in managing the

inventory under our business model, but the use and reuse of equipment maximizes the life of every piece of equipment, which has a significant savings to the taxpayer,” Cnudde said.

To better serve NISC’s stockpiling needs, DLA deals directly with supply chain leaders and goes through its list of equipment individually to verify its needs in a process Stephens called crucial.

“They give us a list of how many [items] they want to acquire,” Stephens said. “They do this annual collaboration with DLA Troop Support and specify, based on their past history, how many of these items that they want us to go out and purchase for them.”

The stockpiles align with the NISC’s current strategy to store most of its inventory in the western part of the U.S. during wildfire season so it can be closer to firefighters on the ground. This allows the NISC to use DLA as a surge capacity.

With plans in place to tackle the 2015 fire season, Stephens said the challenges faced in the early days of the partnership between DLA and NISC are just a memory.

Cnudde agreed, saying he was optimistic at the progress toward preparations for the upcoming fire season after a recent meeting.

“DLA Troop Support is working very hard to have all the contracts in place and all full stocks ready for this next fire season,” Cnudde said. “That meeting made me feel a lot better about where we are.”

Stephens said he believes DLA’s partnership with the NISC is a great match for long-term success.

“These guys are really passionate about the work they do,” Stephens said. “It’s good to be able to marry the passion of our workforce with theirs.”

# FROM GUTENBERG TO GOOGLE

Story by Gina Napoli and Amber McSherry  
DLA Document Services  
Photos Courtesy DLA Document Services

**D**efense Logistics Agency Document Services, part of DLA Information Operations, started in November 1949 as a print shop in the basement of the Pentagon. Over 65 years, it has evolved into a full-service organization that prints and handles documents of all kinds, including records management, electronic storage, print on demand, traditional bulk printing and special printing projects.

DLA Document Services balances meeting customer needs with challenging customers to follow industry trends in handling documents in an effort to provide the best solutions to the Defense Department, said Steve Sherman, the organization's director.

- ▶ A DLA Document Services production worker crops a poster to prepare it for delivery.
- ▼ DLA Document Services produces documents of all kinds for its customers in the Defense Department and throughout the federal government.



# Providing Support to Federal Agencies

## Customer Testimonials

### Marine Corps



*"The Marine Corps Ball programs for Recruiting Station New Jersey were phenomenal! Once again, thanks for the great work – well ahead of our deadline, and very good looking results."*

### Air Force 333d Training Squadron



*"I have been working on Keesler AFB since 1992 and using DLA Document Services through all those years. I have always received great service. Lately over the last year or so, the service has risen to an outstanding level of service! Please recognize and commend the team for their quality work and quick response time. They have been top-notch!"*

### Navy Strategic Systems Programs



*"I have used several DLA Document Services shops, and I have been very pleased with the level of professionalism, support and service."*

### Army 409th Contracting Support Brigade



*"I have had great support from DLA Document Services at Ramstein Air Base. They have gone the extra mile to assist and make sure my jobs get done efficiently, sometimes with a very quick turnaround. Kudos to them."*

### U.S. Military Academy



*"[Our points of contact at DLA Document Services] have provided excellent service to the MA205 team this semester. Every print request has been completed and ready for pick-up in a timely manner, and they have been wonderful to work with. Keep up the good work and support you provide us. We greatly appreciate it."*



The DLA Document Services White House production facility workers put together copies of President Barack Obama's State of the Union address to Congress. DLA Document Services printed 2,200 copies of the address in saddle-stitched, blue-bordered covers for distribution to Capitol Hill.

"For the past decade, we've been a catalyst for change. We've moved away from the models of bulk printing and warehousing documents to more efficient solutions, (such as) electronic media repositories, printing on demand, document scanning and conversion," Sherman said.

Over its years serving warfighters and federal agencies, DLA Document Services' mission has become part of its customers' process improvement efforts. Team members work with customers to learn their businesses, improve the quality of their products and reduce their costs.

Headquartered in Mechanicsburg, Pennsylvania, DLA Document Services has 140 facilities co-located with its customers on military bases worldwide, allowing the organization to respond quickly to customer needs and offer

A DLA Document Services production worker at the Travis Air Force Base, California, facility creates a sign using a large-format printer.

customers shorter order lead times.

"The armed services use Document Services to do what it does best, printing and implementing document solutions, so that its customers can focus on what they



need to do,” Sherman said. “Documents are a common requirement throughout all DoD organizations. As the needs of federal agencies have changed, Document Services has progressively increased the insertion of technology, with always the same reliable customer service.”

Customer policies from all branches of the military drive DLA Document Services’ large business initiatives, including a partnership with the military services to provide all-in-one office document devices for copiers, printers, scanners and fax machines.

“Working with Navy program managers, early adopters are optimizing equipment inventories and saving money,” said John Peterson, DLA Document Services Business and Field Division director. “We’ve already saved the Navy, which includes the U.S. Marine Corps, an estimated \$30.5 million over the last three years. We have completed 200 assessments for the Navy. By the time we’re 100 percent, we forecast a savings to the Navy of \$183 million through 2019.”

Serving the military presents a unique



## ONLINE DOCUMENT MANAGEMENT SOLUTIONS

**DLA Document Services provides these additional services:**

### Document Services Online

— provides an online customer ordering interface allowing users to design job specifications, submit document files, proof jobs before final submission and receive cost estimates prior to finalizing orders.

### The Electronic Document Management Program

— uses electronic libraries to process, store, retrieve and manage information. DLA Document Services provides clients with server or web-based EDM solutions as part of customer solutions packages. These solutions offer numerous capabilities including records management, email archiving, workflow, knowledge management, document management, indexing, search and retrieval, security, distribution, and document scanning.

### Equipment Management Solutions

— offer all-in-one multi-functional devices that serve as copiers, fax machines, printers and scanners. These devices eliminate and consolidate unneeded standalone devices, reduce energy consumption and space, and use common toner replacements.

set of requirements, Sherman said. Many of DLA Document Services’ print products are specifically designed to accompany troops wherever they deploy. Specialty items are printed on waterproof paper with sturdy binding and lamination.

“For our troops, having the most up-to-date information is critical. Printing maps on demand is a good example of this,” Sherman said.

DLA Document Services has also been working with the National Geospatial-Intelligence Agency to develop products and baseline specifications for the aeronautical,

topographical, digital and hydrographic maps the military needs. Other major partners in the initiative include DLA Aviation and DLA Distribution.

One high-visibility aspect of the support offered by Document Services is the print production shop located on the White House campus, which serves as “The President’s Printer”. For 36 years higher-visibility documents, including the State of the Union address, presidential travel itineraries, formal invitations, ceremonial programs and presidential proclamations have been printed by DLA. 🇺🇸

For more information about DLA Document Services, call the 24-hour DLA Customer Support Center at 1-877-327-7226.

# WELL-OILED MACHINERY

Story by Navy Petty Officer 1st Class Daniel Garas

**K**eeping DLA customers supplied with the proper oils, lubricants and gases can be a slippery job. Few people understand this as well as James Beasley, the integrated supplier team leader of DLA Aviation's recycled oils program and manager of the gas cylinder and chemical programs.

The programs, open to civilian and military agencies, organize and manage various contracts to ensure oils, petroleum, gases and cylinders get to DLA customers around the world.

"Working in the program, you understand the importance of it," Beasley said. "None of those aircraft or vehicles could operate without multiple items on this contract."

The programs are a result of a recommendation from the 2005 Base Realignment and Closure Act, which advocated the privatization of the supply, storage and distribution for chemicals, packaged petroleum, oils and lubricants. The report determined that privatizing these functions would allow DLA to focus its logistics infrastructure and extend its support to customers outside of the Defense Department.

"All of the storage and overhead costs are now managed by contractors," Beasley said. "They're responsible for the demand forecasting, transportation and warehousing."

Having private firms absorb these costly and time-consuming tasks allows DLA to concentrate on more direct customer support, Beasley said. The variety of the products available in the program allows for customers in a variety of industries, he added.

"With these types of items, it's really for any customer located in any location," he said. "This program supports all military services and also includes support to the FBI and post offices."

## Closed Loop, Re-Recycled Oil Program

DLA's closed loop re-recycled oil program, in which the pick-up and delivery of the oil is all handled by the agency, is one example of this directed support.

"Whether it's a Mine Resistant Ambush Protected vehicle or anything else, it's going to have oil in it," Beasley said.

Beasley explained that the idea behind the program is to provide a pick-up service that will re-refine oil so it can be used over again by customers, thereby cutting costs and saving on waste.

"When the used engine oil is picked up, it's returned to the vendor's production facilities for re-refining purposes, and then used as part of the new engine oil, which is required to contain a minimum of 25 percent re-refined content," Beasley said. "Basically, it's recycling oil."

The program is specifically designed for stateside customers and includes 25 different engine oils.

Due to the massive amount of vehicles used by DoD and DLA's civilian customers, the savings for the program can be significant, Beasley said.

Twenty-five percent of the oil contains recovered material, and aside from the environmental benefits, using private firms for the collection and storage of the oil takes the burden off the customers.



# LINE



Army Spc. Richard R. Pacheco, a member of the 602nd Mechanic Company based at Fort Hood, Texas, changes the oil in a Humvee. DLA's closed loop re-recycled oils program provides customers a pick up service that will refine the oil so it can be used over again, cutting costs and saving on waste.

— Photo by Army Sgt. Brian Barbour

# Providing Support to Federal Agencies

## Chemical/Petroleum Oils Lubricants Program

Another chemical, petroleum and oils support contract performs a similar service in which customers can order more than just motor oil.

Under the Chem/POL contract, customers worldwide can order thousands of items, including antifreezes, weapon lubricants, dust control agents, de-icing fluids, screen cleaner and detergents.

“On the chemical petroleum contract, there are over 4,600 items on it,” Beasley said. “It has an order volume of approximately 10,000 orders per month.”

While not a closed loop program, customers around the world are still able to place orders and receive them within one to three days, he said. Last year, out of 133,000 requisitions, DLA was able to fill more than 96 percent of all orders within that timeframe.

## Gas Cylinder Program

DLA customers ordering compressed gas and cylinders receive similar benefits.

Like the re-recycled oils program, the gas cylinder program is closed loop and provides a variety of gasses used in industrial applications, such as nitrogen or oxygen, and chemicals such as refrigerants.

“A benefit to the program is that it reduces a customer’s supply management tasks and their storage footprint,” said Marie Harrison, DLA Aviation’s contracting officer for the gas cylinder program. “The deliveries are fast, and the pricing is better.”

Customers benefit from higher quality products, Harrison said, because commercial products may be unreliable or substandard. For example, several years ago some refrigerant on the market had contaminants that could explode under certain conditions, she said.

To ensure the safety and quality of DLA stock, refrigerants used by agency customers pass quality control inspections.

“If you’re going outside [DLA], who

knows what you’re getting?” Harrison said.

DLA’s gas cylinder program also provides a solution for a major problem facing many customers: inventory warehousing and management.

One of the program highlights is the pickup and delivery of cylinders, which is designed to be mutually beneficial, Harrison explained.

Cylinders owned by the government and used by customers stay in circulation, and their collection allows businesses to side-step the storage fees and costs associated with ownership, she said. Because the cylinders are government property, they are available without



Bruce Cummins

Navy Petty Officer 1st Class Clint Guernsey, leading petty officer for the Hyperbarics Department at Naval Aerospace Medical Institute, moves gas cylinders during a research project. DLA’s gas cylinder program provides a variety of gasses and chemicals.

rental fees that are common in the private sector, she noted.

“If they return the cylinders, they don’t need to waste space housing the empty ones,” she said. “And it reduces the need to have safety stock on hand.”

Harrison added that this system eliminates the complexity of managing hundreds of cylinders and spending vast sums of money to acquire stockpiles. The firms using DLA’s program even learn customers’ requirements and note unusual order discrepancies that could lead to incorrect orders or expensive mistakes, she said.

“If they see something that’s very unusual, they’re going to come back and

ask the customers to check up on it,” Harrison said. “They’re good at keeping track of the demands of the customer.”

With such a variety of applications and service options, Harrison said, the program is in widespread use with the Army, Navy and Air Force. The service isn’t exclusive to the military, however. Any federal customer can simply sign up for the service on the DLA Aviation website, she said.

“Anybody can order it,” Harrison said. “It’s just a matter of if they want to get on board and use the service or not.”

Beasley said the same of the closed loop re-refined oil program and chemical and petroleum contracts, where customers simply log on to the DoD Electronic Mall, or EMALL, and order the service with the same process they use to order any item off the system.

Supporting multiple customers around the globe requires a vast support network, Beasley said. For problems that can’t be resolved over the phone through customer support, DLA solves the issue with site visits. DLA has provided site visits to assist customers supporting U.S. Central Command as far away as Dubai when requested, he noted.

“If we get a customer that has questions about the program, it’s not uncommon for us to set up a site visit and have somebody from DLA go there, figure out the problem, resolve it and answer whatever questions the customer has,” Beasley said. “So we definitely have a pretty extensive customer outreach program.”

Both Beasley and Harrison said that providing world-class customer support is just part of the DLA mission. Despite providing what Beasley called the “less glamorous” items, he maintains that he can sense the importance of what his team delivers to the mission during times of emergency.

“Everybody here knows what they do and understands the impact,” he said. “We definitely try our hardest.” 🇺🇸

# A Conversation with . . .

# David Kless

Dla Logistics Operations' National Account Manager for Federal and International Programs Discusses the Agency's Partnerships with Federal Agencies.

***How have you seen DLA's partnerships with federal agencies outside DoD grow and expand since starting in your position?***

DLA's partnerships with federal agencies outside of DoD have grown significantly since 2011. Initially, DLA's primary federal agency customer was the Federal Emergency Management Agency and, to some extent, the U.S. Coast Guard. DLA has had a great relationship with FEMA since Hurricane Katrina in supporting disaster relief victims with food and fuel. The Coast Guard has been a customer of DLA for

several years, but limited primarily to ordering repair parts common to our DoD customers.

I guess you could say success breeds success, because since 2011, DLA has expanded support far beyond these two agencies. Within FEMA, we are starting to look at additional capabilities that DLA can provide to ensure FEMA is successful, to include providing additional commodities such as water. In addition, we are looking at warehousing and distribution solutions enabling FEMA to focus on its core competencies. For the Coast Guard, we are in the process of transferring

inventory management of all service-unique consumables, leveraging DLA's existing capabilities. In addition, we see several other opportunities that may benefit the Coast Guard.

In addition to these two partnerships, DLA now has formal agreements with the U.S. Department of Agriculture, the General Services Administration, the Department of Homeland Security, the U.S. Army Corps of Engineers, the Department of State, and the National Oceanic and Atmospheric Administration. We are also finalizing an agreement with the Department of Health and Human Services to support its medical caches and other medical requirements.

Additionally, our customer base has expanded, and DLA is now the source of supply for the Veterans Administration, the U.S. Forest Service and the FBI. We are also working closely with the Transportation Security Administration, the U.S. Secret Service, Customs and Border Patrol, the American Red Cross, and the Environmental Protection Agency for opportunities to help them become more effective and efficient.

***What do you think are the most important or relevant capabilities DLA can bring to non-DoD federal agencies?***

DLA has a lot of logistics capacity and capability that is applicable to more than just our traditional DoD customers. What we are finding through our engagements with the



Navy Petty Officer 1st Class Daniel Garas

David Kless

# A Conversation with . . .

federal agencies is that they have similar logistics issues. Using a whole of government approach, we focus on leveraging existing DLA capabilities wherever possible to avoid duplicative processes and independent solutions.

DLA's core competencies include acquisition, cataloging, inventory management, warehousing, distribution and disposition. In today's fiscally constrained environment, it only makes sense that we leverage this expertise and these competencies across the entire federal government.

## ***What is the greatest success story you have seen in DLA's partnerships with and support of federal agencies?***

Everyone remembers the unparalleled support DLA provided the survivors of Hurricane Sandy. DLA provided fuel and commodities support to survivors in the impacted area and worked closely with FEMA and other federal agencies on providing multiple commodity support to first responders, crisis action teams, etc. The efforts during Sandy demonstrated DLA's capabilities far beyond the traditional support and have been a catalyst in expanding DLA's customer base.

Recently, we transferred via logistics reassignment over 5,000 line items of hazardous material and Wildland Fire Protection Program items from GSA to DLA. We were able to meet an accelerated timeline because of a lot of hard work and coordinated effort across the entire agency. The successful transfer enabled GSA to meet all their milestones associated with closing their western and eastern distribution centers. Additionally, in concert with the logistics reassignment, we established a customer account manager position and assumed overall Wildland Fire Protection Program management from GSA. Today, DLA is responsible for

supporting over 30,000 firefighters around the country.

## ***What challenges does DLA face in working with customers outside of DoD?***

DLA has a long history of success and is recognized throughout DoD as a world-class organization, providing logistics support to the military for over 50 years. What we have found in working with federal agencies is the culture is different, not only compared to DoD, but also among the various agencies. Internally to DLA, that has forced us to think differently and question current processes and solutions to see if there is a better, more efficient way of doing business. We have built a 50-year relationship with the military services. However, our current models do not always work for new customers, and it's not as easy as just expanding our customer base. We have had to change processes to ensure we can provide the same level of support to non-DoD customers that we do to DoD customers. At the same time, we have to ensure we continue to provide the same level of support to our traditional DoD customers, meeting all their requirements. Our overarching objective is to leverage existing capabilities wherever possible without any impact to DLA's primary missions.

Additionally, we have faced challenges externally as we learn about each agency and they learn about DLA. Again, the solution is not always forcing the new customer to do things the DLA way. Sometimes, certain agencies have processes and procedures unique to their mission, requiring changes on our side. The most important thing we have found over the past few years is developing an initial level of trust through open communication and a willingness to take the time to learn about each other. While initially it may

appear this new customer is just like our traditional customer, the majority of the time that is not the case.

## ***What are the most important initiatives you are working on with federal agency partners?***

We are working many initiatives with our federal partners that are producing great results. For example, the joint GSA-DLA memorandum of understanding concentrated on six big initiatives focused on leveraging the core competencies from each organization, avoiding duplicative effort wherever possible to ensure a more efficient and effective national supply system. In addition to the transfer of items and the integration of the eastern and western distribution centers, we are looking at DLA direct vendor deliveries as a best practice for them to model as well as developing a single government electronic mall, FedMall. Finally, we are reviewing the 1971 agreement between DLA and GSA to ensure roles and responsibilities are aligned with today's environment, again focused on providing the best logistics support possible to our customers.

Another initiative is the FEMA and DLA joint training agreement that enables DLA Distribution's expeditionary capability to train multiple times throughout each year on the incident support base and forward staging areas mission and needs. The training provides DLA a better understanding of what competencies are required during catastrophic events and DLA support to FEMA.

Similar to the GSA's distribution center consolidation into DLA's distribution network, DLA provided FEMA a statement of work to consider infrastructure consolidation with their Moffett Distribution Center. There is promising potential

to incorporate FEMA distribution centers into DLA's distribution network as well as consolidation of additional FEMA distribution centers into DLA infrastructure.

***What is the future vision for DLA's work with federal agencies? Have you seen viable progress toward that goal?***

Our vision moving forward is to look at federal agencies the same way we look at military services, providing them the same level of support by leveraging DLA capabilities to solve their logistics gaps and issues. Wherever possible, we want to avoid duplicate effort across the federal government and enable each organization to focus time and resources on their respective core competencies. As I mentioned earlier, we have to also ensure there is no impact to our primary DoD missions or to our DoD customers.

We recently completed the first-ever Value Added Opportunities Summit at DLA, where 18 different federal agencies attended the all-day event to learn more about DLA. The purpose of this event was not to sell DLA, but to inform these agencies of what DLA does and generate a discussion on how DLA may be able to solve some of their current problems.

Historically, what we have found is a federal agency will have some level of familiarity with DLA and approach us with a problem they need help with. However, after a couple of meetings and in-depth discussions, the customers find out more about DLA and realize there are other areas where we may be able to help them.

The summit proved to be very beneficial to both the federal agencies and DLA. The briefings initiated a good dialogue that enabled some potential new customers to hear from existing federal agency customers ways that DLA has collaborated with them to help

develop more efficient and effective solutions. It also enabled DLA to hear how the federal agencies operate, understand their culture and generate ideas on how DLA may be able to support them, clearly understanding current process and policy barriers.

We will continue to strengthen our existing relationships with our current federal agency partners while also reaching out to other federal agencies, ensuring they are aware of what DLA does and that while we are a DoD agency, we have the ability to support them. In some cases, it may turn out that DLA is not the best solution, but until we have that dialogue and discuss what is possible, we will never know for sure.

***Besides providing supplies and equipment, what are some of the other ways your office supports customers outside of DoD?***

In addition to being the source of supply for many federal agencies, we've successfully supported them in other ways. For example, we've been working closely with DHS in support of their "Freeze the Footprint" initiative to see if they are able to use our excess warehouse capacity for many of their sub-agencies. Similarly, Customs and Border Patrol is looking to DLA as a potential option for warehousing equipment.

Distribution is a big area of opportunity, and we are working with several agencies to leverage our worldwide distribution capability to deliver material to their customers. In most cases, the items are still managed by the federal agency, but they leverage our distribution network instead of contracting out individually.

Recent meetings have also identified several opportunities in the area of disposition. Federal agencies have obsolete or excess equipment, or

sometimes damaged equipment beyond repair. Instead of contracting out to a commercial company, we are looking at providing that service at a much lower cost to the government.

Cataloging and document services are other areas where DLA can support the federal agencies. Last year, DLA assisted the Coast Guard with cataloging more than 2,000 items impacting audit readiness. In addition, the Coast Guard is looking for opportunities to leverage DLA Document Services' capabilities to reduce internal costs.

Finally, while DLA Energy provides fuel to a large percentage of federal agencies, there is interest in expanding support to other areas like electricity and natural gas.

***How has working with non-DoD federal customers benefited DLA?***

You would think the answer would be increased sales and revenue to DLA. While this is true, it is not the biggest benefit to DLA. Where I believe the biggest benefit to DLA has been is in forcing us to look at how we do business and see where we can make changes to be more efficient and effective. Again, most of what we do is in support of our DoD customer, the warfighter. However, our core competencies and logistics solutions are not limited to this traditional customer base. I believe we owe it to the federal government and the taxpayer to do whatever we can to reduce overall costs and help make federal agencies as efficient and effective as possible.

Over the past three years, I have seen this agency change its perspective and use the approach of expanding our existing capabilities to customers throughout the federal government, ensuring they have the same level and quality of support that our DoD customers get, without any impact to our DoD customer. 🌐

# 'Rolling' in Sales

Story by Jake Joy  
DLA Disposition Services Public Affairs

**A** new Defense Logistics Agency Disposition Services contract for auctioning excess wheeled vehicles to the public is increasing the revenue DLA brings in when it sells those vehicles. Commercial Venture 4-Rolling Stock, or CV4-R, returned more than \$3.2 million to the agency during its first two months of online public auctions.

"The CV4-R contract returns about triple the revenue to the government than did the previous contract," said DLA Disposition Services Director Mike

Cannon. "It is a well-written contract, which allows us to leave less money on the table for those assets that our reutilization, transfer and donation customers don't want."

The new contract provided immediate dividends when the very first auction of "self-propelled, ground-related" items with wheels, or rolling stock, in mid-November brought in nearly 450 percent more revenue to DLA than it would have received under the previous commercial venture contract. In total, 95 percent of the 167 available items were sold,

producing 3,400 bids and returning more than \$750,000 to the agency.

The success continued into December, when Humvees were authorized for sale to the public. While representing a relatively small portion of the rolling stock auctioned in December, Humvees immediately proved popular, generating almost \$600,000 from the sale of just 25 of the rugged off-road vehicles, which fetched prices between \$21,500 and \$41,000. Off-roaders and military vehicle collectors have made a big deal of the Humvee availability. With the potential





Greg Grolemond of DLA Disposition Services in Jacksonville, Florida, checks the condition of a Humvee that was turned in at Camp Blanding, Florida. The vehicle was among a group that were then turned over to IronPlanet to be sold.

of thousands more Humvees available in future auctions, enthusiasts expect a cottage industry to spring up around the legendary vehicles.

An estimated 97 percent of the available rolling stock items offered during an early January auction sold. Those 333 items generated revenue of \$1.6 million, more than \$1.3 million of which was returned to DLA. As of mid-January, more than 4,250 items worth \$250 million had already been transferred to the contract holder for auction.

“What this means for us is that we are operating way more effectively. What this means for the services is that they will have to pay us less to dispose of assets,” Cannon said. “We’ll continue to work with the services and the contractor to synchronize our disposal efforts to maximize our return from this contract. We’ll get lots of cooperation because when we benefit, everybody else does, too. It’s a beautiful thing.”

The previous contract — which allowed DLA to sell used and excess goods that DoD, federal and state agencies, and

Since becoming available for public auction in December, Humvees have proved popular, generating almost \$600,000 in the first round of sales.



qualified recipients didn’t want — expired in December. Agency officials began planning for a contract transition two years prior. Then-DLA Director Navy Vice Adm. Mark Harnitchek directed an evaluation by an outside government consulting firm. The study recommended ways to structure future contracts to increase competition and return more money to the government, including the splitting of rolling and non-rolling stock into two contracts, CV4 and CV4-R.

DLA Disposition Services hosted live auctions for those separate contracts at its headquarters in Battle Creek, Michigan, in early April. The auctions were the first of their kind in DLA’s 16-year history of usable property term sales, and they represented just one way the agency continually improves its contracting processes, said DLA Disposition Services Customer Support Director Tina Aldrich.

IronPlanet Inc. emerged as the apparent high bidder for CV4-R with its offer to return 75.29 percent of rolling stock gross proceeds back to DLA, in addition to paying a percentage of the original acquisition cost of rolling items upon receipt. The firm was awarded the contract in July.

The company said it performs a 70-point inspection, provides an abundance of pictures and gives a

guarantee to potential customers on the condition of equipment.

“They stand behind their description, which really raises the value of an item,” said Keith Jepsen, DLA sales contracting officer.

According to contract officials, CV4-R will remain in effect for two years, with another four 1-year extensions that DLA may offer and IronPlanet must accept. The firm will receive either 9,000 individual items or items whose total original value was at least \$200 million during each contract year. There is no maximum limit to the item count or value of stock the firm can receive, and there are no contractual time requirements for the firm to sell the items.

IronPlanet has handled online auctions of used heavy equipment for more than a decade and created an online marketplace, GovPlanet, to exclusively sell the rolling stock it receives from DLA.

DLA Disposition Services sites receive pre-delivery orders each week indicating which rolling stock items are authorized for transfer to IronPlanet. In cases where IronPlanet is allowed to sell in place, items are not required to be transported before they are sold at auction. When items cannot be sold in place, DLA personnel prepare them for shipment, and IronPlanet arranges to have the property transported. 🚚

# A LITTLE BIT OF HISTORY

## DLA's Ecclesiastical Logistics Supply Program

Story by Chrissie Reilly, DLA Historian

**T**he Defense Logistics Agency Headquarters Command Chaplain's Office, led by Army Chaplain Col. Richard Quinn, is known for providing religious ministry to employees throughout the agency, but it also has a long tradition of supporting military chaplains through the Ecclesiastical Logistics Supply Program.

"Military chaplains do two things: we perform in our faith group tradition and we provide for the religious needs of our personnel," Quinn said.

The first DLA chaplain, Chaplain Ralph Benson, joined the agency in September 1996 at the request of Army Maj. Gen. Ray McCoy, who was the agency's deputy director. An Army billet with the rank of colonel, the position and office were created to provide ministry to the employees in the McNamara Headquarters Complex and the thousands of DLA employees worldwide. Additionally, the chaplain's office would take responsibility for managing ecclesiastical items for the armed forces, Quinn said.

At the time, chaplains from each of the services purchased supplies from various faith group providers.

"We had our own vendors, and we were buying commercially," Quinn said. "We weren't integrated into the system, we were outside the system."

Some chaplain-specific items did already have national stock numbers, because World War II and Vietnam chaplains had specific kits they were given to use to minister to troops, Quinn said.

"There was even an old field pump-organ that we'd had for years and years and years in the system," he noted.

However, it was a big change for DLA to take over the Ecclesiastical Logistics Supply Program, he stressed. The effort included consolidating all branches of military chaplain supplies at one location.

The consolidation allowed the chaplains to more easily perform or provide for their troops, because they could branch



Lance Cheung

Air Force Rabbi Capt. Sarah D. Schechter leads the evening le'il shabbat service at Lackland Air Force Base's Airmen Memorial Chapel. DLA Troop Support Clothing and Textiles manages about 750 ecclesiastical or religious items for the U.S. military.

out into other faiths, Quinn said. DLA became a one-stop shop for registered Department of Defense customers to order various ecclesiastical and religious supplies. That service continues today, and services and products are constantly reviewed and updated to meet the diverse needs of members of the armed forces.

Since the redesignation of the Defense Supply Agency to the Defense Logistics Agency in 1977, additional modernization, reorganization and automation efforts have taken place. One of the important commodities managed and supplied by DLA to warfighters is religious support items. DLA Troop Support Clothing and Textiles employees ensure service members have everything they need for religious observances.

DLA Troop Support Clothing and Textiles supplies the uniforms America's warfighters wear every day when they're on duty. The supply chain buys all clothing and military equipment for the military services and the Coast Guard, and their support ranges from socks and underwear to body armor and combat helmets. This supply chain also provides ecclesiastical items used by military service chaplains.

DLA Troop Support Clothing and Textiles manages about 750 ecclesiastical or religious items, including Christian, Jewish and Muslim perishable items; books; religious medals; and clothing. Congregation pews, lecterns, religious books and Torah scrolls are other examples of the ecclesiastical and

Navy Petty Officer 2nd Class Ty C. Connors



religious items the supply chain provides.

Items that are especially critical include Jewish and Christian items for Passover and Palm Sunday. Preparations for spring religious holidays begin months in advance. DLA Troop Support Clothing and Textiles begins taking orders for Easter and Passover activities as early as October each year. Employees from DLA Troop Support work directly with prime vendors to ensure orders are processed, shipped and delivered on time.

"Kosher and Halal meals are often thought of as ecclesiastical supply items by consumers, because religion is attached to it, but they are Class I, subsistence," Quinn said. "However, the

Seder meals, and the Seder kits, which one might think is Class I, are still provided by Clothing and Textiles. The Passover kit has non-edibles along with it,

Navy Lt. Luke Dundon, a chaplain assigned to the amphibious assault ship USS Bonhomme Richard, celebrates Mass for the crew aboard the ship in Sasebo, Nagasaki prefecture, Japan. Religious support items for the military are managed by DLA.

and it's a big kit that contains everything needed to hold a Seder meal." Clothing and Textiles puts those together as an added service to the armed forces and the chaplains who minister to them.

Quinn explained that one of his goals for the DLA Headquarters Command Chaplain's Office is to improve the ordering system for military chaplains.

"The ecclesiastical supply piece is something that I have an interest in," Quinn said, adding that his office is looking to provide "what the current generation really needs, as opposed to what we're offering."

Charged with maintaining the spiritual well-being of troops, as well as managing the automated ecclesiastical ordering system, the DLA Headquarters Command Chaplain's Office is constantly seeking improvement to better serve military religious personnel stationed around the world. 📦

Jammie Pitcher



Since 1996, DLA Headquarters has had responsibility for managing ecclesiastical items for the armed forces.



# I AM

# DLA

**My name is:**

*Ketwana Wright*

**I am:**

*A contract specialist with DLA Aviation Supplier Operations Directorate, Original Equipment Manufacture Division II, Lockheed Martin Integrated Supplier Team.*

**Describe your job in a sentence:**

*I negotiate contracts for sole-source items from Lockheed Martin. This involves evaluating alternate offers and ensuring the items procured meet the needs of the customer.*

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

*I have been working for DLA for almost three years as a contract specialist.*

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

*My favorite aspect about working for DLA is the mission and the people. In this environment, you get the total package. My previous Air Force experience taught me the importance of DLA and the impact it has on daily missions, and now I see it firsthand. Every aspect of DLA has a positive impact on the warfighters' ability to complete the mission. I have a part in that. My leadership is also amazing and very much an extension of my family. They make every bad day better and provide the motivation to push hard to do your very best.*

**What are your best memories of working here?**

*Ironically enough, it was a family moment within my division. We were singing "Happy Birthday" to my division chief. Because of his height, he stood on a picnic table for us to see him. We almost had a slip, trip or fall to report. That was a DLA family moment. While deployed to Liberia, I interacted with the citizens from a distance. To hear children singing, "We love America," when walking or have individuals tell you "thank you" warms the heart and soul. DLA provided that opportunity. All of my happy memories come from situations like that, where being a part of a team such as DLA, that is also family, enables enjoyment, making every moment memorable.*

**How do you make a difference?**

*I make a difference by holding myself accountable to my team. There is no "me" in DLA. I am a part of something larger. Keeping my team in mind, I report to work with the mindset of doing my best daily to accomplish the mission for the warfighter.*



*Ketwana Wright*