

DEFENSE LOGISTICS AGENCY

# LOGGLINES

The Right Solution — On Time, Every Time

March / April 2017



## Grand, Green Opening

DLA Distribution's State-of-the-Art Headquarters  
Opens for Business

## Transcending the Spoken Word

Learning American Sign Language Helps Improve  
Communications Among the DLA Workforce

## Shared Harvest

DLA and the U.S. Department of Agriculture  
Help American Indian Tribes Provide Fresh Produce

**Special Poster Insert**  
DLA Locations Around the Globe



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

# LOGLINES

THE OFFICIAL FLAGSHIP PUBLICATION OF THE  
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## DLA DIRECTOR

Air Force Lt. Gen. Andy Busch

## DLA VICE DIRECTOR

Ted Case

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## DIRECTOR, PUBLIC AFFAIRS

Joseph M. Yoswa

## DEPUTY DIRECTOR, PUBLIC AFFAIRS

Patrick H. Mackin

## MANAGING EDITOR

Phil Prater

## SENIOR EDITOR

John R. Bell

## WRITERS

Beth Reece

Dianne Ryder

## LAYOUT AND DESIGN

Paul Henry Crank

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Headquarters, Defense Logistics Agency  
Office of Public Affairs,  
8725 John J. Kingman Road, Suite 2545,  
Fort Belvoir, VA 22060-6221

# From the Director

A crisp autumn day greeted a crowd of about 100 attendees last November in New Cumberland, Pennsylvania, where I helped DLA Distribution dedicate its new headquarters building. The gleaming, modern structure, with the latest technology and environmental features, pointed squarely to the future, while the surrounding area of Defense Distribution Center Susquehanna inspired reflection on the rich history of the installation.

The installation dates from May 1918, during America's involvement in World War I, when the Army raised the flag the first time over the Reserve Quartermaster Warehouses. A quarter-century later, in World War II, the installation served as one of Pennsylvania's largest Army induction centers and a camp for German prisoners of war. In later decades, the facility grew as a depot and aviation maintenance facility until the Army transferred the installation to DLA in the early '90s.

Before the opening of the new building, more than 900 DLA Distribution headquarters employees worked from buildings around the installation. They now work under one roof, to more efficiently support the warfighter of the 21st century. It is important that we foster an environment where our workforce can achieve peak performance and meet future challenges. This new facility helps them do that. You can read more about it in this issue of Loglines.

Since my arrival at DLA, I've learned a lot about the importance of our whole-of-government support to other federal agencies and the nation. In this issue, you can read how DLA supports the U.S. Department of Agriculture to provide fresh fruits and vegetables to Native American communities.

We also spotlight one of the least understood subsets of the active duty military: warrant officers. You'll meet several members of DLA's warrant officer community while learning how they bring specialized expertise and valuable mentorship to the agency.

In support of workforce resiliency, we offer a story on how DLA recently began offering free classes in American Sign Language to hearing and deaf or hard-of-hearing employees, to facilitate better communication between the two.

And for our logistics historians, you can read about the origins of National Stock Numbers, the critical but taken-for-granted numerical system relied on by logisticians in every supply chain.

As usual, this issue of Loglines offers a varied collection of stories that illustrate the diverse activities inside America's combat logistics support agency. Happy reading. 📖



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

DLA DISTRIBUTION'S STATE-OF-THE-ART HEADQUARTERS

# GRAND, GREEN OP



The building, designed by Clark Nexsen, features extensive use of natural lighting. Other environmentally friendly features include energy efficient lighting and equipment with motion and occupancy sensors, rainwater harvesting, extensive use of recycled and local materials, green roofs, photovoltaic panels on the roof, maximized solar orientation, and increased levels of insulation.

— Photo by Alfredo Barraza, USACE Baltimore

Story by Emily Tsambiras, Chris Erbe and Catherine Hopkins

# ENING

The sunlight glinted off the glass front of the modern building, and jets flew overhead as guests took their seats, awaiting the Defense Logistics Agency director and the commencement of the ribbon cutting on this fall day in 2016. Tall, bright banners flanking the taut red ribbon displaying the DLA logo proudly announced the organization as "America's Combat Logistics Support Agency."

Excitement filled the crowd gathered to celebrate the result of 15 years of planning, as DLA Distribution's new headquarters building was about to officially open for business.

## Early Planning

The concept of a new DLA Distribution headquarters building first appeared in planning documents years before the organization was even known as DLA

Distribution. The Defense Distribution Center Susquehanna's October 2001 Summary Master Plan envisioned bringing all its Headquarters Command employees at the New Cumberland, Pennsylvania, installation into one space.

Championed by former Deputy Commander Phyllis Campbell, the project sought to replace decades-old buildings designed for the needs of the past. The oldest occupied building was nearly 100 years old, dating to the establishment of the installation. Other occupied buildings were established in the 1940s and 50s, while some employees simply worked out of temporary structures for years awaiting a proper workspace.

As a result of Campbell's efforts to get the project funded, it was placed on Office of the Secretary of Defense's Program Budget Review Military Construction list for fiscal 2011 execution, with an original targeted completion date of 2013. Because the





Jackie Roberts, DLA Installation Support

Contractors install 252 geothermal wells to heat and cool the new DLA Aviation Operations Center. The first phase of the three-phased, five-story, 252,000 square-foot building is scheduled for occupancy in late 2018 or early 2019.

installation is Army-owned, the project was turned over to the U.S. Army Corps of Engineers to contract for the design and construction of the facility.

According to Denis du Breuil, USACE deputy chief of Construction Division North, who has worked on upgrading facilities on the installation for more than 30 years, the new building was a natural evolution with huge benefits.

"For many years, the Baltimore District has had a strong relationship with DLA and this installation, building multiple projects that support DLA Distribution's mission and the quality of life for the installation's residents and employees," du Breuil said. "Like every military installation, DLA Distribution is really a small city. So getting this headquarters building literally up and running benefits and impacts an entire community."

## Design/Build Phase

When the contract of the building's interior and exterior design was awarded to Clark Nexsen, the firm set

about designing a state-of-the-art facility that would bring all identified DLA Distribution employees on the installation under one roof.

With DLA's vision as a guidepost, the firm designed a 265,000-square-foot, multi-story command building. The design concept for the building was organized into three wings backing onto the existing golf course with maximized views of the adjacent Susquehanna River. The central wing was designed as four stories plus a mechanical penthouse, while the East and West wings were designed as three stories.

Each wing included a variety of office spaces, including open and private offices, conference rooms, a 200-seat cafeteria, a 394-seat auditorium, a videoconferencing center, a computer data center with raised flooring, storage areas for filing systems and other special-purpose spaces.

Most notably, the building and interiors were designed to be certified as Silver by the Leadership in Energy and Environment Design Council. To earn the LEED Silver rating, the buildings feature energy-efficient lighting and equipment with motion and occupancy sensors, natural

light, rainwater harvesting, recycled and local materials, green roofs, photovoltaic roof panels, maximized solar orientation and increased levels of insulation.

Developed by the non-profit U.S. Green Building Council, the LEED program includes a set of rating systems for the design, construction, operation and maintenance of green buildings, homes and neighborhoods that aim to help building owners and operators be environmentally responsible and use resources efficiently.

The main building replaced Korean War-era buildings, said Michael Van Dam, the DLA senior energy manager, who manages sustainability projects at the agency.

These many small projects together make an impressive impact, Van Dam said.

"That's a lot of nickels and dimes adding up to dollars," he added.

After the design phase, construction of the project was awarded to Walsh Construction, and the DLA Distribution team held a commemorative groundbreaking in November 2012. Despite snow covering the ground, the DLA director, USACE North

Atlantic Division commander and DLA Distribution commander joined to move the first piece of ground, kicking off construction of the building.

Nearly a year later, employees gathered to celebrate the organization's 16th anniversary by signing a steel beam that was then incorporated as part of the building — leaving an indelible mark and becoming a part of DLA Distribution history.

In Fall 2016, employees began the process of cleaning out years' worth of storage and filing to begin the move to the new building. Over three months, divisions were relocated to their new office spaces. The new building opened Nov. 18, 2016.

## The Big, Green Picture

The new DLA Distribution headquarters building is just the latest example of the agency's effort to reduce waste, cut energy use and save taxpayer money by using sustainable design.

Elsewhere at DLA, other projects include solar-thermal walls on the sides of warehouses in New Cumberland and in Tracy, California. The walls pre-heat the cool air coming into the building, often warming it enough that traditional heating is not needed.

And last year DLA Aviation in Richmond, Virginia, installed ground-source heat pumps at its new DLA Aviation Operations Center. These heat

**THESE MANY SMALL  
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ADDING UP TO DOLLARS.**

— MICHAEL VAN DAM

pumps use moderate temperatures in the ground to boost efficiency and reduce costs.

Geothermal wells are a clean technology, according to Alex Vazquez, DLA Installation Support at Richmond engineer and project manager.

"We aren't polluting the air or water. They are very efficient and work well in winter and summer conditions," he said. "The efficiency will be reflected in terms of lower energy costs for DLA and in the overall comfort of the employees working in the building."

Occupants will also benefit from energy-efficient light sensors using LED lights, touchless water-efficient faucets, low-fill toilets and air-powered hand dryers. The building will also include flooring and ceiling materials that are environmentally friendly and contribute to the building's LEED Silver rating.

The new operations center will

operate using a fraction of energy of the buildings it replaces. In the past, 70 percent of Defense Supply Center Richmond's energy was consumed in Buildings 31, 32 and 33. The buildings were built in World War II as warehouses and then converted to administrative space.

The new building's envelope will be box shaped. A building envelope is the physical separator between the interior and exterior of a building. Envelope components are the building's walls, floors, roofs, doors, etc. The closer you can get to a box or cube, the more energy you can keep in the building, according to Damon Igou, site energy manager DLA Installation Support at Richmond.

While the heat pumps were being installed, Vasquez said installation personnel were vigilant in protecting the environment.

"During digging, erosion and sediment controls and measures in the form of sediment control fencing, gravel and cloth on the job site protect center storm drain entrances that flow to the Chesapeake Bay," Vazquez said. "These measures help ensure construction mud and material don't flow into the bay."

Commemorating DLA Distribution's 16th anniversary and celebrating the construction of the organization's new headquarters building, employees signed a beam destined for the construction site, leaving an indelible mark and becoming a part of DLA Distribution history.



Jessica Roman



Jessica Roman

From left, Robert Montefour, site director, DLA Installation Support at Susquehanna; Army Brig. Gen. John S. Laskodi, DLA Distribution commanding general; Air Force Lt. Gen. Andy Busch, DLA director; Twila Gonzales, DLA Distribution deputy commander; Denis du Breuil, deputy chief of Construction-North, U.S. Army Corps of Engineers, Baltimore District; and Army Col. Brad Eungard, installation commander, cut the ribbon on DLA Distribution's new headquarters building.

## Presidential Push

DLA's push to build more sustainable facilities can be traced at least to 2007, when then-President Bush ordered DLA and other federal agencies (via Executive Order 13423) to reduce by 30 percent the energy consumption of their buildings before the end of fiscal year 2015. To comply, agencies began reporting this consumption per square foot — called "energy intensity" — relative to a 2003 baseline. Congress later included these goals in the Energy Independence and Security Act of 2007, which the president signed into law.

"While not all of our facilities achieved the energy-intensity goal, DLA has reduced overall energy consumption by about 37 percent over the past 10 years," said Chief of Energy Resource Management Don Juhasz.

And last year, then-President Obama issued new 10-year sustainability goals for federal agencies, signing Executive Order 13693 in March 2015, "Planning for Federal Sustainability in the Next Decade." It instructs federal agencies to reduce energy intensity in their buildings another 25 percent by the end of fiscal 2025, relative to a fiscal 2015 baseline.

Through its policies, programs and projects, DLA continues to implement wide-ranging initiatives that reduce energy consumption. Past projects include replacement of inefficient incandescent light bulbs with LED,

fluorescent and other energy-saving bulbs, which cut lighting energy use by at least one-third. DLA has installed occupancy sensors in bathrooms, break rooms and warehouse spaces and replaced manual thermostats with automated thermostats that turn back the heat or cooling after hours.

In addition, the agency installed hundreds of digital and networked utility meters at the DLA facilities using the most energy and water. The meters enable near real-time detection of energy waste, as well as equipment failures, equipment-scheduling errors, water leaks and other issues.

Reaching the energy-reduction goal over the next 10 years may depend on

advances in technology. One innovation that will help: smart lighting that not only detects motion but also senses the level of ambient light and dims itself accordingly, Juhasz said.

## The Future of Distribution

Four years after DLA Distribution's former leaders broke ground on the building and more than a decade since Campbell's vision began to take shape, DLA Director Air Force Lt. Gen. Andy Busch stood in front of the designers, engineers, employees, community members and logistics partners who supported the project, some from its early beginnings.

After discussing some of the installation's history and the significance of the building, he thanked Campbell, who was in attendance, for being the impetus behind the project. He also reminded employees of why the building was necessary and the critical mission DLA Distribution serves.

"To the DLA Distribution workforce, enjoy this new facility," he said. "Take advantage of its innovations — use them to serve the warfighter more efficiently and effectively. And let us all resolve to meet the future with the commitment and capabilities that we need to provide the responsive, agile and innovative support that our customers and stakeholders expect and deserve." 

*The authors are public affairs specialists with DLA Distribution, DLA Headquarters and DLA Aviation, respectively.*

## AMERICAN SIGN LANGUAGE

# TRANSCENDING THE SPOKEN WORD

Story by Dianne Ryder  
Photos by Phil Prater

Improving communication among the workforce has long been a goal of the Defense Logistics Agency, and employees over the years have asked for instruction in American Sign Language to help them communicate with their deaf and hard-of-hearing co-workers.

In October 2016, the DLA Equal Employment Opportunity Office began free on-site ASL classes for employees at the McNamara Headquarters Complex.

"For years, people had inquired about it," said Vanessa Schaffer, one of four sign language interpreters in DLA's EEO Office.

Schaffer said she used to refer employees to colleges or meetup groups that taught ASL.

"But a lot of those programs you have to pay for, and that has been a deterrent for people," she said.

Janice Sypolt was one of the employees who inquired about ASL classes.

"I really wanted to take an ASL class for a personal reason. One of my very good friends has a stepson [with] spina bifida, and he's also deaf," said Sypolt, a logistics management specialist in DLA Logistics Operations.

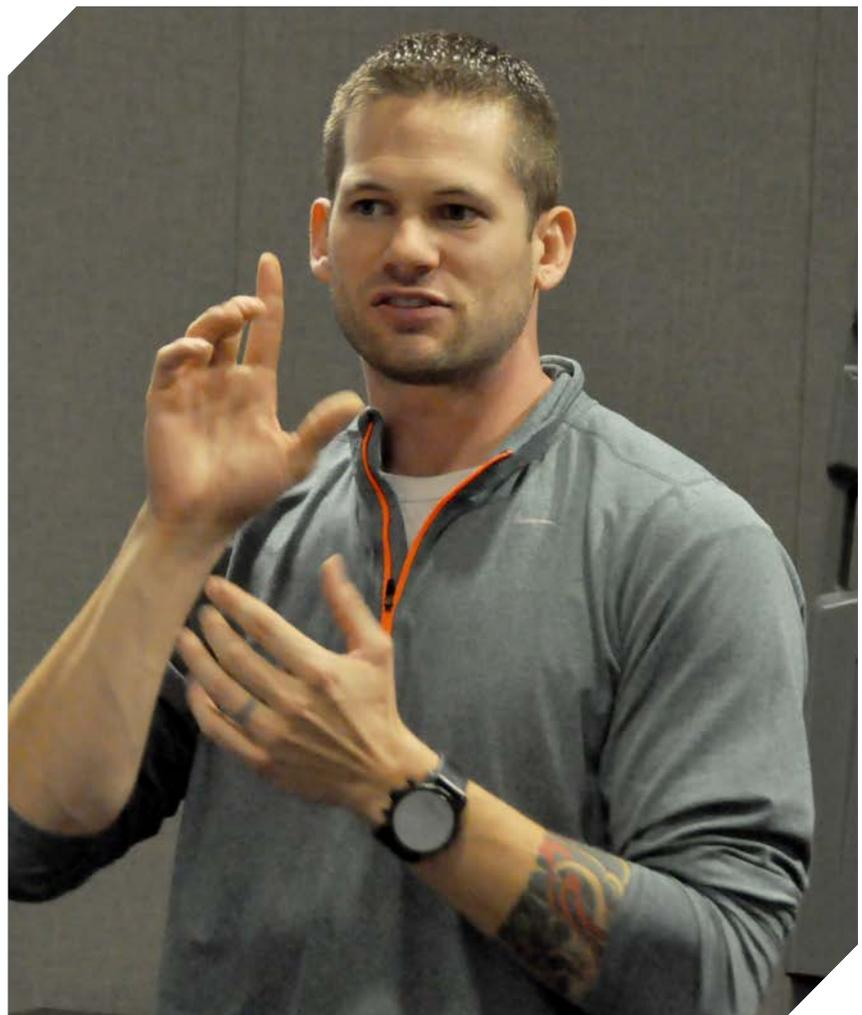
Sypolt said the son, Zachary, has an extremely positive outlook, despite all his medical challenges.

"The last time I went to visit him, he flat out asked me, 'Why can't you speak to me in my language?' And that cut me straight to the heart," Sypolt said.

She promised him the next time she saw him, she would be able to sign to him, even if she wasn't fluent in ASL.

When Sypolt heard about the lunchtime ASL classes that EEO was going to host, she signed up.

"I certainly expected to learn the letters, numbers — the basics," she said. "I knew nothing, so they had to lay the groundwork."



Business analyst Jarvis Beaver uses expressive body language to teach agency students American Sign Language.

The course's construction focuses on work-related terms and phrases, because the goal is to increase communication between hearing and deaf employees in the workplace.

"From there, hopefully, you can forge the relationship with your co-worker, practice and learn more signs," Sypolt said.

One thing Sypolt said she learned through the video presentations is that interpretation isn't word for word. Whether she's observing interpreters at her church or during DLA programs, she said she's gained a new appreciation for interpretation, though she can't always match up the words to the

Visual information specialist Angela Shannon instructs class in American Sign Language.



interpreter's motions.

"A lot of times, they'll project the idea — not the exact words," she said. "It's just a beautiful language."

The next time Sypolt had an opportunity to video chat with Zachary, she greeted him and signed her name in ASL. Zachary signed something to his step-father that Sypolt couldn't understand. When her friend translated what Zachary said, he told her he had to explain why she was signing her name, because Zachary already knew it!

"That was all I had learned at that point," Sypolt chuckled. "It was just kind of funny."

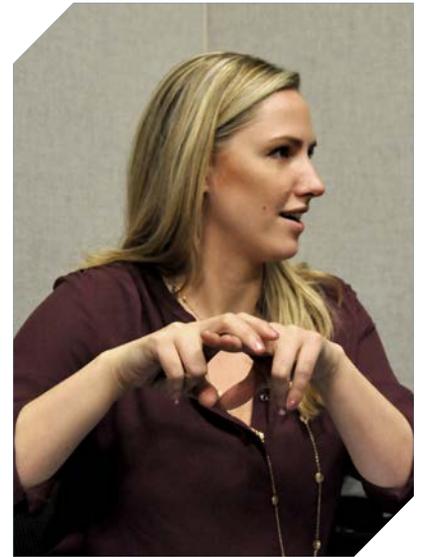
Sypolt would still like to take a formal ASL class and she said there had been discussion about DLA EEO providing a more advanced course.

"But there were so many people on the waiting list for Level I, they need to continue at [that level] and I get that," she said. "I'm more than willing to go out into the community and just keep going because if I don't use it, I will forget it."

Sypolt said that although she doesn't have any deaf co-workers in her immediate work area, she knows that could change.

She also said she would highly recommend the ASL course to her co-workers.

"Yes, it's uncomfortable, but any language is hard," she said. "When I lived in a foreign country, it was always appreciated when I tried to



Rachel Ragen interprets for the students of the DLA lunchtime American Sign Language class.

make the effort to speak the language, and I think the same thing applies to ASL."

Given the high level of interest in ASL instruction, Schaffer said the EEO office hopes to convene another course in March, but it will depend on many factors, including availability of space and instructors.

Visual information specialist Angela Shannon served as one of the ASL instructors in the initial course.

Shannon was 3 years old when she was diagnosed with spinal meningitis and lost her hearing.

"In 1965, Rubella and spinal meningitis were listed [among] the worldwide epidemics that cause deafness," she said.

She said she began to use ASL at a very early age.

"I grew up at a deaf residence institution, South Carolina School for the Deaf and Blind, and attended Gallaudet University [a university established for



deaf students in Washington, D.C.], so my native language is ASL," she said. "As a visual information specialist at DLA, I prefer to use ASL interpreters to communicate, to prevent any misunderstanding and to provide the best visual products to DLA's [customers]."

Shannon has also taught several ASL courses throughout her nearly 30-year federal career at DLA.

"[During the] last few years, I have tapped into interpreting for deaf/blind at conferences," she said. "It's been pretty mind-blowing"

Shannon said once students get past the initial awkwardness, the learning process is eye-opening, for her as well as for the students.

"ASL changes the way one would think as opposed to other spoken languages; it's almost as if your mind goes into a 3- or 4-dimension virtual reality, just using your hands," she said. "Unfortunately, some of us forget some

signs as soon as the class is over with. Finding someone to talk to in ASL is the most important [part] in keeping up with your signing skills."

Sypolt reinforced this advice. For refresher training, she often refers to the book she was given during the class and watches online videos used in the class to demonstrate signing techniques.

"Because you want to engage in water cooler conversation; you don't



want to talk work all the time," she said. "You'd like to be able to say something like, 'Hey, how was your weekend?'"

Shannon said she would definitely consider teaching another course, and said the ASL class is a great way to network.

"It's a smart investment, and I have

met amazing people from all walks of life. It's a beautiful thing," she said.

Shannon said she appreciates the EEO interpreters and fellow instructors Jarvis Beaver and Helen Yu, "who led the ASL class with dignity and pride."

She relayed a story she had heard about a deaf man in Haiti who lost his way during the 2016 hurricane.

"He was hurt, but he managed to walk for what seemed like miles until he found a group [providing] humanitarian

support," she said. "He couldn't believe his luck, because one of them was able to communicate with him in ASL."

When Shannon asked if he knew who the members of the group were, the man informed her they were DLA employees.

"I realized ASL breaks down communication barriers on many different levels at DLA — on the job, in emergencies and safety, in team building, [in service and] in resiliency — not only here at home, but across the globe," she said.

Shannon said she looks forward to hearing more inspiring stories from the ASL sessions.

"The deaf community is a tight, close-knit family, and sharing information is sacred," she said. "When we can communicate efficiently with each other in more than one way, DLA thrives." 

**"I REALIZED ASL BREAKS DOWN COMMUNICATION BARRIERS ON MANY DIFFERENT LEVELS AT DLA ... NOT ONLY HERE AT HOME, BUT ACROSS THE GLOBE."**

— ANGELA SHANNON



Signing requires the use of facial expression, motion and space to provide the full context of the speaker's conversation. The American Sign Language class DLA provides helps students to see the full range of movements that give each sign action a specific meaning in the conversation.

# SHARED HARVEST

## DLA AND USDA HELPING TRIBES PROVIDE FRESH PRODUCE

Story by John R. Bell

**T**o many, America's Great Northwest may come to mind as one of abundance — of salmon, software and the Space Needle.

Yet there are Americans in this region and other areas of the United States who struggle to get a variety of nutritious food for themselves and their families — or enough food at all. This is particularly true for fresh fruits and vegetables.

One option for American Indians and Alaska Natives is the U.S. Department of

Agriculture's Food Distribution Program on Indian Reservations, serving more than 92,000 participants, most of whom live in rural areas.

To help FDPIR participants get access to fresh produce, Defense Logistics Agency Troop Support's Subsistence supply chain plays a crucial role. Since 1994, DLA Troop Support has worked with the USDA Food and Nutrition Service to handle several logistical tasks for FDPIR — tasks DLA also performs through the Department of Defense Fresh Fruit and Vegetable Program.

FDPIR operates across the United States, with most sites west of the Mississippi River. Participants must meet income requirements and not be participating in USDA's Supplemental Nutrition Assistance Program in the same month.

### A Pleasant Surprise

The Shoalwater Bay Reservation, on the central coast of Washington, is about 30 minutes from the towns of Raymond and Aberdeen. To the south is the Willapa National Wildlife Refuge, home of one of North America's last

Michael and Jo Maxwell and their children Darcilena and Santiago Jansen receive fresh fruits and vegetables provided through DLA contracts, along with other foods, through the Food Distribution Program on Indian Reservations of the Small Tribes of Western Washington in Lakewood.



Bob Nichols

four subspecies of elk.

American Indian tribes are very much a part of this region. Native Americans live on and near several reservations in the area — including the Shoalwater Bay Tribe Reservation, where Titiana Burks loads boxes into her vehicle at the tribal food center.

Burks has Alaska Native heritage but has lived in Washington state almost all her life. She participates in the FDPIR to help feed her family of five.

"This helps my family out tremendously, versus any other programs," she said. "Each box is a surprise, I call it, because I don't know what I'll get ... but I'm very thankful for what I get."

She's a particular fan of the fresh fruits and vegetables she gets through FDPIR.

"I love it," she said. "It's kind of like harvesting them out of the garden



Small Tribes of Western Washington's David Gibson helps Titiana Burks collect her food order at the STOWW distribution center in Lakewood.

without having a garden. My kids love the food.”

The fruits and vegetables are especially welcome because she’s trying to promote good dental health in her three children, she said.

Without the program, “I would probably go down to the local food bank and wait,” Burks said. “But I know this food is healthy and low-sodium.”

The food is a needed resource for her family of five, “and usually it’s just at the right time,” she said. “We utilize all the food we get.”

### The Fruit Network

The seeds of DLA’s involvement in FDPIR were planted in 1994, when USDA’s Food and Nutrition Service began to work with DLA to supply fresh fruits and vegetables to schools. FNS had realized DLA Troop Support’s contracts

with small regional wholesalers/ distributors of fresh fruits and vegetables were the perfect way to help Native American tribes get those foods, said Patricia Scott, chief of DLA Troop Support’s Customer Operations Garrison Feeding Division.

That year, a USDA/DLA pilot project began, with \$3.6 million of funding and

servicing eight states. The DoD Fresh Fruit and Vegetable Program, commonly known as “DoD Fresh,” was made official in 1996 and now serves schools in 48 states, as well as Guam, Puerto Rico, the U.S. Virgin Islands and the District of Columbia.

In FDPIR, FNS acts as the program manager, Scott explained. For FDPIR and its other USDA Foods programs, FNS buys a variety of healthy foods in many food categories in full truckload quantities from farmers across the nation, via USDA’s Agricultural Marketing Service. But for smaller amounts of fruits and vegetables, USDA did not have contracts set up with the regional distributors.

“The DLA Subsistence produce contracts were the right fit for supplying smaller amounts of a wider range of fruits and vegetables to these remote areas,” Scott said. “DLA’s buying power

**FOR MORE ON THE DOD FRESH PROGRAM**  
see “Collards to Kale” in the  
January–February 2017 issue of Loglines





Peter Kent

Small Tribes of Western Washington, based in Lakewood, is one of 125 Native American organizations with members whose fruits and vegetables are delivered by regional produce companies working on DLA Troop Support contracts as part of the USDA Food Distribution Program on Indian Reservations.

enables all customers in each contract zone to get the same delivered price and highest quality produce from our contracted vendors.”

DLA Troop Support has long had a network of produce wholesalers, with about 80 small businesses serving DLA contracts across the nation.

The agency also monitors the quality of the produce, through personnel such as DLA Troop Support’s Michael Espinoza, a DLA subsistence representative who serves sites in Southern California. Each site has DLA customer service representatives assigned to it.

“I go out and make on-site visits to both military and non-military customers and make sure quality is up to par,” he said.

Benita Richotte-Lewis is the FDPIR director for the Small Tribes of Western Washington, in Lakewood, and is also a Native American. STOWW serves 14

tribes in this part of the state, as well as six in Southeast Alaska and two on the Aleutian Islands.

“We have two customer reps from DLA,” Richotte-Lewis said. “And when we’ve had maybe some small issues with either the quality of the produce or how it was received on the truck, we were able to contact the representatives at DLA. ... And they’ll take a look at what we’ve

received,” usually with an on-site visit.

The program “is very well managed,” she said. The USDA and DLA personnel “do a lot with the nutrition part of the program ... with making sure clients get a good variety of items and making it healthy.”

## Serving Their Communities

Many Native Americans give back to their communities by working for organizations that receive and distribute food received through FDPIR. Melvin Nelson is a warehouse worker and driver for the Southern California Tribal Chairmen’s Food Distribution Program. He’s also a veteran of the Navy Seabees and a Navajo.

He noted that the program is a vital lifeline for low-income families, especially when they first arrive in the area or don’t have access to a car.

“They’ve got to start somewhere, so I think this program really helps them out,” he said. “You’ve got to eat something before you get started doing anything else.”

David Gibson, also Navajo, is the assistant director and warehouse manager of the commodity food program at STOWW.

“This program provides a stable food base for our clients,” he said. “Many of them are Native, and a lot of them are non-Natives,” he said.

Gibson noted that many of the tribes served by STOWW don’t have any grocery store nearby.

“So we’re bringing food to them that they would otherwise have to drive a great distance to get,” he said.

He recalled his childhood visits to see his grandparents, who lived on a reservation in New Mexico and relied on FPPIR.

“We would drive 60 miles to the nearest town to get their commodities,” Gibson said, but back then, there were no fresh fruits and vegetables — only dry goods.

The current FPDPIR “is a lot of better of a program,” Gibson said. Overall, “the produce is of very good quality. It rivals anything in a store.”

In addition to the actual food, FDPIR offers nutrition education from members of the community.

**“DLA’S BUYING POWER  
ENABLES ALL CUSTOMERS  
IN EACH CONTRACT ZONE TO  
GET THE SAME DELIVERED  
PRICE AND HIGHEST QUALITY  
PRODUCE FROM OUR  
CONTRACTED VENDORS.”**

— PATRICIA SCOTT



Peter Kent

"We're able to meet our clients face to face," Richotte-Lewis explained. "We're able to help them pick out their food. We explain the products to them and ... what's available to them."

In the area STOWW serves, deliveries usually become a community event, Gibson said. In one location, residents welcome the STOWW delivery staff with lunch they prepared using food from the program.

"That really means a lot to us," he said.

## Online to On-Plate

FDPIR serves 102 American Indian tribal organizations and three state agencies, representing 276 tribes and

more than 92,000 participants. Each tribe uses an online catalog, the Fresh Fruit and Vegetable Order Receipt System (known as FFAVORS) to choose foods for its participating members each month.

"Each vendor offers a catalog of fresh produce and pre-cut items, which can be viewed by the customers in their contract zone," Scott explained.

Then, the regional produce distributors buy the produce requested on the FFAVORS order from local farmers and deliver it to each Native American organization's chosen distribution point, such as a gymnasium or community center. Participants pick up the food

Small Tribes of Western Washington employees sort recently delivered boxes of food to be picked up by program participants.

at the central site, although for elderly residents or those with disabilities, some tribes deliver food directly to the participant's home.

About 125 of those 276 tribes are served by a produce wholesaler working under a DLA contract. DLA encourages these vendors to buy as much local produce as possible.

Communities can use the FFAVORS catalog to choose what they want from a list provided by USDA. Because all food must be sourced from the United States (in accordance with the Berry Amendment), foods not available from U.S. growers, such as bananas, are not on the list. However, a wide variety is available, from staples such as potatoes and onions, to greens and citrus fruits. More recently, lemons and cranberries have been added.

In addition, FDPIR offers traditional American Indian foods like bison and blue cornmeal, Gibson said. In the Northwest, canned salmon is a local favorite.

"[Blue cornmeal is] a Navajo staple.

Vicki White (left) receives a box of fruits and vegetables at the Small Tribes of Western Washington's food distribution site on the Shoalwater Bay Reservation.



Peter Kent



David Gibson (right) reviews a food order with participants at the Small Tribes of Western Washington food distribution center in Lakewood.

It mixes up into a breakfast cereal, into a drink — and you can make some good muffins with it,” he said.

The program has grown steadily over the years, Scott said. Over the 12 months beginning in July 2015, DLA contracted for \$9 million in fruits and vegetables for FDPIR.

## Depression-Era Roots

FDPIR and its sister USDA food programs began in the 1930s as a reaction to the Great Depression, according to USDA’s history website. The Agriculture Act of 1935 funded the USDA’s purchase of surplus crops from U.S. farmers, whose plight was memorialized in works like John Steinbeck’s “The Grapes of Wrath.”

A decade later, the War Department — on the cusp of its postwar restructuring and rebranding to become DoD — found that many would-be military recruits for World War II had been ineligible because they were malnourished and too underweight.

So in 1946, the National School Lunch Act provided funds for USDA to buy food and distribute it to public schools. The Agriculture Act of 1949 gave the USDA funding and authority to expand that

service to American Indian reservations. However, at that time, the primary mission of USDA food programs was still to buy excess supply, rather than to feed needy Americans.

That changed in January 1961, when President Kennedy issued an executive order calling for a “positive food and nutrition program for all Americans.”

Then in 1966, the Child Nutrition Act and later amendments further codified the importance of nutrition in child development and created or extended several nutrition-focused federal programs. The FDPIR began in 1977, but DoD did not become officially involved until 1996.

## Apples and Oranges

Vicki White is a senior citizen whose family, members of the Choctaw tribe, moved to the area from Oklahoma. She’s grateful for the fruits and vegetables she gets from the food center at STOWW, through the FDPIR.

“I get oranges and apples. And grapes, if they’re available,” she said. “If I can’t eat the apples — because I have false teeth — I always give them to somebody who really likes apples. I have a neighbor who has multiple sclerosis, and I give them to her.”

“I love cauliflower and cabbage to make coleslaw and cabbage soup,”

White said. “Especially when it comes to the carrots and the celery, because ... you need those and the onions and everything. So with STOWW, I have enough that I can make good soup that’ll last me almost a week.”

“I’m not eligible for food stamps or any other kind of help,” she noted. Without the USDA/DLA program, “I wouldn’t be able to buy as much food, because it’s just too expensive for me.”

Angelina Phansisay, who is Chinook, also picks up produce for her children as well as elders in her community at the STOWW center.

“It’s more than awesome to be able to have fresh fruit,” she said. “It means a lot, I couldn’t be more blessed.” **LL**



For more about the Food Distribution Program on Indian Reservations, check out this on-location video that includes interviews with participants and several DLA Troop Support personnel, available on DLA’s YouTube channel.

<https://www.youtube.com/watch?v=hcTI5HbmZBM>

# PROTECTING CRITICAL INFORMATION

## EVERYONE PLAYS A PART

Story by Dianne Ryder  
Photos by Matt Baker

**D**o you practice good operations security? It's a prevalent theme throughout the Defense Logistics Agency — echoed on posters, screen savers and flyers throughout the agency's headquarters.

Stephanie Samergedes, director of DLA Intelligence, said many employees misunderstand what her office does.

"We are about information protection, whether it's classified or sensitive," she said. "People think OPSEC is only important during wartime, but we have to protect indicators over here, too."

OPSEC indicators are seemingly innocuous actions and open sources of information that adversaries can use to extract critical information and possibly cause harm to national security.

Samergedes said her team, which includes DLA OPSEC program manager Joan Daigle and HQC program manager Matt Baker, attempts to raise employee awareness about OPSEC best practices.

"We try to do a lot of training with security representatives to make sure they understand what's considered critical information," Samergedes said.

But OPSEC is everyone's business, even if individuals don't recognize their personal responsibility, she said.

"Everybody practices OPSEC. If you've ever planned a surprise party, you've had to plan the event, get the

cake, make sure the celebrant is unaware of the plan — that's all OPSEC," she said.

The DLA Intelligence office is required by a Department of Defense directive to conduct surveys every three years to enhance mission effectiveness.

"This fiscal year, we've asked an outside activity, the Joint OPSEC Support Element, to conduct OPSEC surveys for us," Daigle said. "It's helping us focus our program more — that's the goal."

"Surveys help identify systemic issues and determine policy changes," Baker said. "JOSE helps identify vulnerabilities,

reinforce strengths and customize training." JOSE is part of the Joint Chiefs of Staff's Joint Information Operations Warfare Center.

Lee Oliver, chief of plans and operations for JOSE, defines his organization's role as "a second set of eyes" to identify vulnerabilities and helps agencies define critical information.

"People have to understand that there is a threat; there is an adversary that wants our information," Oliver said. "What may appear to be mundane pieces of unclassified information all become pieces of a puzzle."

Oliver said that while each individual "puzzle piece" may seem unimportant, when adversaries collect them, the little pieces come together to form the critical-information big picture.

"You may not think it's important, but what does the adversary think about?" Oliver said. "Logistics is a major part of everything we do; from the smallest widget to largest end item, there's information out there that the adversary can use to effectively stop major operations."

The surveys reproduce the adversary's capabilities and help determine if DLA's critical information is being disclosed through normal operations and functions.

"They're looking at the things that we do day-to-day," Daigle said. "Do I throw all my work in the trash can? Do I talk about critical information or privacy information in unencrypted communications?"

**THINK OPSEC**  
WHAT IS OPERATIONS SECURITY?

OPSEC is a systematic, proven process to identify, control and protect generally sensitive but unclassified information about a mission, operation or activity, and thus, denying or mitigating an adversary's ability to compromise or interrupt that mission, operation or activity.

For additional information  
JP 1-02, Department of Defense Dictionary of Military and Associated Terms  
[www.dtic.mil/doctrine/new\\_pubs/jp1\\_02.pdf](http://www.dtic.mil/doctrine/new_pubs/jp1_02.pdf)



Part of Joint OPSEC Support Element agents' assessments is "dumpster diving" to determine if critical information has been compromised.

The assessments allow JOSE to help DLA refine training and planning and set up countermeasures using an adversarial perspective, Daigle said.

There are some common practices that employees should be aware of and improve, such as email encryption and use of secure phone lines; especially when employees are discussing mission information, shortages or vulnerabilities.

"Even though it may not be classified, that information is still susceptible to collection," Daigle said.

Survey teams have also uncovered "For Official Use Only" documents and other pieces of critical or privacy information in the trash when they should be shredded, Daigle noted.

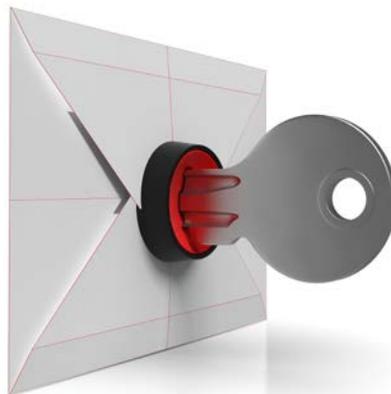
"And it should be shredded with a cross-cut shredder, not a strip shredder," she said. "We're finding several strip shredders — and we shouldn't even have those anymore."

If employees don't have access to a shredder, they should use a burn bag if available at their location — even for

unclassified information.

Oliver said JOSE uses DLA as a "shining example," particularly in regard to the success of its shred program. But he admits, "Everyone has their policies — but not everyone follows them."

All organizations should have a clearly defined policy on what information should be shredded and what should be recycled. But when in doubt, Oliver said employees should contact their agency's OPSEC coordinator.



Encrypting emails is another crucial line of defense in protecting information.

"Understand what your command has identified as critical information and refer to the critical information list," he said. "It's an order from the commander or the director [of the organization]."

Encrypting emails is another crucial line of defense in protecting information. When employees attempt to send an encrypted email to a colleague but encounter an error message that the recipient can't receive encrypted communications, Oliver said the temptation is to send the information unencrypted.

"You can go to the global directory and pull the recipient's certificate down," he said. "Or ask them to send you a digitally-signed email; then you have their certificates."

Though it may seem inconvenient to digitally sign and encrypt emails, it deters the enemy. "If it's hard for you, it's hard for the bad guy," Oliver said.

"We don't want to advertise everything we're doing," Daigle said. "We want to use secure means to communicate to the workforce."

This information can include anything from supplies on hand, lack of



supplies, details about procuring product, or even system changes, she said. Just as diversionary tactics are used when transporting fuel and weapons on the battlefield, DLA employees should use best practices to thwart technological attacks.

Daigle also emphasized the importance of protecting personally identifiable information, or PII, which includes contact information, credit card numbers, Social Security numbers and personal addresses.

"Adversaries may be collecting information for years," she said. "They're trying to find the weak links."

Oliver reiterated that most adver-

saries targeting defense systems do so through open source information, to include social media and dumpster diving. He said they aren't likely to risk prosecution by trying to obtain classified information.

"We live in an open society now; everything is free information flow and no one thinks that what they have is something an adversary wants," he said. "Because [in most people's minds], there isn't an adversary — but there really is."

"The more we can protect in our normal operations, the better off we are in the future as well," Daigle said.

Oliver, who has worked with OPSEC

for more than a decade, said he has noticed a marked improvement in DLA's OPSEC program.

"[DLA] had a good program to begin with, but it was just getting the point across," he said. "It just keeps getting better and better."

He attributes the improvement to increased leadership involvement.

"To say, 'Do OPSEC,' doesn't mean anything. You have to tell them what it is you want and how you want them to do it," Oliver said. "They have to understand they are part of a bigger picture." **L**

A Joint OPSEC Support Element agent weeds through documents that have been thrown away.



# A Conversation with ... Joe Yoswa

The director of DLA Public Affairs talks about how the written word helps DLA promote its values and build reputations.

## What's the most common misperception people at DLA have about the field of public affairs — its role in the agency, what it does and doesn't do, and the people who do this job?

I've worked in public affairs for about two decades, in and around DoD and other government agencies. I've seen the same misperception again and again: people think public affairs officers can control what the media writes. What a good PAO can do is shape the discussion with reporters and news outlets. What we can't do is keep reporters from doing what good reporters do, which is talk to other sources.

News reporting is going to present more than one side of a topic. Real news lets us hear from subject matter experts from at least two perspectives, maybe more. The PAO's job is to make sure

reporters provide information that's in context, balanced and accurate and properly characterizes their organizations. It is not to tell the reporter what to say, or how to say it or who to interview.

We also do a lot of reputation building for our organizations. In today's digital environment, we have many more outlets to use in telling our story: Facebook, YouTube, Twitter, our homepage (www.DLA.mil) — it's almost limitless. We send news releases to commercial news organizations to get the word out. Our goal is to amplify our presence with our customers and stakeholders while reaching audiences that are unfamiliar with DLA. The contributions of our public affairs staffs across the enterprise give us content that reflects our work and builds our reputation as an agency.

## How does DLA Public Affairs help those who carry out DLA's operational mission — such as the logisticians, acquisition specialists and the contracting folks?

Our goal is to use our operational events to communicate what we do. We also have a responsibility to communicate our strategy. So we'll develop content using the operational missions we perform to inform our entire workforce, our customers and our stakeholders of our strategy. Our strategy focuses us on what we, as an agency,



Joe Yoswa, director, DLA Public Affairs.

John Bell

want to accomplish. By telling stories about our operational efforts — how we plan and execute those efforts — we reflect the agency's strategic goals (Warfighter First, People and Culture, Strategic Engagement, Financial Stewardship and Process Excellence). These stories help personalize our strategy, letting our employees and other audiences see how the strategy is in everything we do. When you communicate the strategy this way, it becomes more engaging.

If you go to the Strategic Plan online ([www.dla.mil/info/strategicplan](http://www.dla.mil/info/strategicplan)), you can read the stories that support our goals. I think employees like hearing about how DLA supported the Ebola crisis, or national emergencies like hurricanes Matthew or Katrina. Even reading about our day-to-day business of feeding and supplying our warfighters, no matter where they are.

**You've served in uniform as an artillery officer and as a civilian leader. How do those roles differ, and what do they have in common?**

Being an artillery officer was a great way to prepare me as a public affairs officer. Mainly because both artillery and public affairs require planning and timing to achieve the proper effect. As an artilleryman, a lack of planning or improper timing can cause catastrophic effects by placing rounds on friendly forces.

It's the same with communication. If a story runs but no one reads it, or we make a video and no one watches it, did your message hit the target audience? You have to ask yourself constantly: When should this story run? Where can we place it? Is it something everyone in the agency is required to know? Or is it only a small group of employees that need the information?

Through planning we figure out what needs to be told and who needs to hear it. And timing is putting the right information in front of our audiences so they can respond to it or know what is happening. In some cases, we are the reinforcing fires to the messages our leaders and managers are providing to our workforce.

In both cases, it's a balance between planning and timing. And when you get this right — "boom," you're on target!

**Since you were at Soldiers magazine, how has magazine and web publishing changed?**

When I was working there, online magazines were just starting. No one really had an idea of how print and web were going to work together. I'm not sure it's any clearer today, either. Everyone is still experimenting.

Pitch your idea to us, and do it early, too. It's very hard to cover an event if you're being told the day it happens.

— Joe Yoswa

The biggest challenge then was getting my magazine team to write for the web. Most of them had written for magazines well over a decade, if not multiple decades. Considering that transition — digital — was radical. Print was sacrosanct; they thought I'd lost it.

Today, Soldiers is only available as an online magazine; Loglines is still in print and we're beefing up our online presence. We have a large part of our DLA team on the warehouse floors across the agency, and they don't always get a lot of computer time. I expect the print version to be around awhile.

I think the online-print dynamic will continue to play out for the next few years. Print products have a different use from online products; they're more about marketing and awareness over time. They're reminders of what you can find online. As I said, that's still playing out.

It would be great if our readers gave us some feedback and told us if they like our print or online products better.

**How does the written product directed at a potentially worldwide audience — as with Loglines and stories on DLA.mil — differ from command information?**

Good question. At their foundation, all public affairs products are command information products; both Loglines and DLA.mil serve that function. I hope everyone knows what "command information" means — providing

our workforce information on the agency's goals, developments affecting them and DLA, increasing their effectiveness as DLA ambassadors and keeping them informed about what's going on in the agency.

When I started in the Army, many years ago, command information was distinctly different from public information. It passed through outlets that primarily served a military audience: service magazines, division newspapers and, for those overseas, Armed Forces Radio and Television and Stars and Stripes. Public information was passed through the commercial news media or as part of a community relations program with the surrounding municipalities.

The World Wide Web changed all that. The information we now provide to our workforce is easily available to the public. This is a huge benefit to us as an agency as we work with a larger number of partners and agencies. Our "command information" or news stories not only reach our workforce and families but also our customers, stakeholders, other government agencies and organizations that want to work with DLA — even Congress.

**Since you started your career, you've seen the advent of web publishing and the mainstreaming of social media. What trends or changes do you see emerging in public affairs over the next few years?**

I'm older than that! I've seen us move from word processors, to desktops and then laptops. Now DLA Information Operations is talking about "thin clients" and "the cloud"! I've seen the shift in broadcast from three major networks with news at 6 a.m. and 5 p.m. to CNN and the



Joe Yoswa uses an oversize printers loop to examine details on an insert for Loglines.

John Bell

"around the world, around the clock" 24-hour news cycle. And I've seen a worldwide network of newsrooms shrink again to a few key cities and reporters become paid news bloggers who shape opinions instead of provide news updates.

But if you stop and think, it's something we've

been through before, just on a larger scale. At the turn of the last century, printing presses became smaller and more affordable; anyone could print a newspaper and get paid for their writing. For those rags or tabloids, accuracy wasn't required, and it's not required now for blogs or other forms of social media.

Anyone with an account can post or comment to social media; there's no filter, no automatic fact check, no one looking to make sure the information is correct or even useful beyond the entertainment value or the ability to stir up opinion.

Our department, civilians and military members, built a reputation for credibility because of an adherence to honesty. The American public consistently rates the military as the most trustworthy institution; I believe PAOs help develop and maintain that standard.

**What can the other parts of DLA do to help DLA Public Affairs tell their story?**

A good story is a good story. Pitch your idea to us, and do it early, too. It's very hard to cover an event if you're being told the day it happens. Each primary-level field activity has a PA staff. My staff supports headquarters and the regional commands. Reach out, and we'll help tell your story, which in turn is the DLA story. 

# HISTORY OF THE FEDERAL CATALOG SYSTEM

Story by Chrissie Reilly, DLA Historian  
Photos Courtesy Tim Hoyle and Ken MacNevin  
DLA Disposition Services

The Defense Logistics Agency's Logistics Information Services is responsible for the management and operation of the Federal Logistics Information System, which incorporates the data requirements for cataloging, supply and other logistics support for the Department of Defense, civil government agencies and participating NATO countries.

The Federal Catalog System manual from 1959 acknowledged that government is "the most complex of all business organizations." However, the modern system of a centralized agency like DLA, with comprehensive cataloging for items across the government, did not accidentally develop. Much like DLA's Audit Readiness efforts, the federal catalog system was the result of concerted effort from thousands of employees throughout the federal government.

The origins of the Logistics Information Services mission began more than a decade before the Defense Supply Agency, DLA's predecessor organization, was founded.

## Origins of a Consolidated Catalog System

Over a century ago, the Department of the Navy initiated the Naval Depot Supply and Stock Catalog in 1914. This was the closest thing to a uniform catalog system at the time.

In the 1930s, supply and demand became more integrated as the assistant

Defense Supply Agency Director Army Lt. Gen. Andrew McNamara visits the DSA offices in Battle Creek, Michigan, for the dedication of the Defense Logistics Services Center in February 1963.

director of procurement, part of the Procurement Division of the Treasury, worked with the head of each agency to consolidate all items for the catalog into one list.

That list underwent a few name changes over the next few decades to become the Federal Standard Stock Catalog. In 1935, this catalog had 155,000 items.

An archival document from 1978 referred to this early catalog as "almost useless because its use was optional." For example, the catalog and its supplements after 1935 had 350,000 items listed. Of

these, 120,000 items were duplicates, meaning only 230,000 unique items were listed. This represented only 7.7 percent of the 3 million items used by all agencies of the federal government.

## The Wild West of the Federal Catalog System

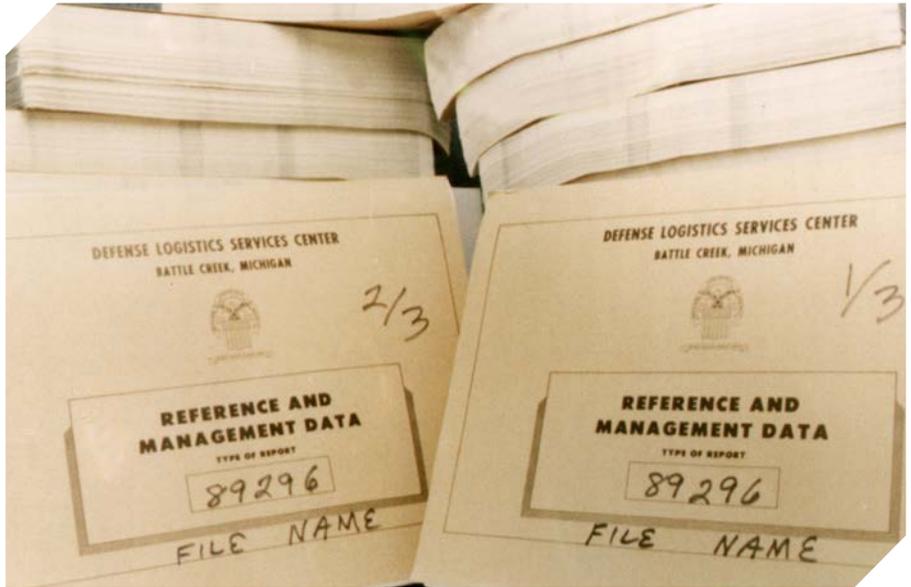
During World War II, an enormous number of new items came into the military supply systems, each of which had its own method of identification, classification and numbering for items of supply. These competing cataloging systems lacked uniformity



**DURING 1952,  
APPROXIMATELY 39,000  
ITEMS PER MONTH WERE  
IDENTIFIED AND ASSIGNED  
UNIQUE FEDERAL  
IDENTIFICATION NUMBERS.**

and were largely unable to be used across platforms.

As practical as the concept for a unified system was, it was not uniformly applied, as it was only used by the military services for some items, but not others. The Bureau of Supplies and Accounts, the Quartermaster Corps, the Marine Corps and the Coast Guard used the system for the cataloging of general issue items (at least until the Quartermaster Corps bowed out to use its own system). The remainder of the government bureaus, services, the Ordnance Department of the Army and the Army Air Forces used one or more different systems of identification and classification.



Duplication was both costly to the economy and dangerous to national security. In January 1945, President Franklin Delano Roosevelt instructed the director of the Bureau of the Budget to implement a U.S. Standard Commodity Catalog. The multiple systems were consolidated over the next several months, to include facilities and services in addition to the catalog itself. Agencies from throughout the government were to use the interim system to the fullest extent possible.

While not yet a governmentwide catalog, it was extensive enough, and the

Hard copy catalogs were created and sent to Department of Defense and other government agencies for their ordering needs.

U.S. Standard Commodity Catalog Board submitted a plan for a uniform Federal Catalog System to President Harry Truman in July 1946.

## Genesis of the Modern Federal Catalog System

The government finally met its goal of a centralized catalog — but it was only the beginning. Much as DLA's Audit Readiness campaign has evolved into the agency's Process Excellence initiative, the new catalog system needed further development and continued interdepartmental cooperation and joint working agreements to be usable and relevant to its proponents and customers.

After World War II, a peacetime government recognized it would be better for agencies and departments not to compete for the cataloging, storage, acquisition and distribution of supplies.

The Federal Property and Administration Services Act of 1949, also known as Public Law 81-152, established the Federal Catalog System. The first federal stock number was assigned by the Army-Navy Munitions Board in 1949.

A congressional resolution from 1950 declared the interests of national defense and effective personal property management demand that a single standard federal supply catalog be developed.

The original catalogs were indexed and cross-referenced by hand without the aid of computers.



Congress enacted Public Law 82-436, Defense Cataloging and Standardization Act, in 1952 to establish a single cataloging system within DoD to ensure economical, efficient and effective supply management. It further required that each item repeatedly purchased, stocked or distributed by the government have a unique identifier.

The law was primarily intended to streamline the supply process in DoD, but it also extended into civil agencies and even foreign governments.

So although the Federal Catalog System initiative was ahead of schedule in 1952 and 1953, the influx of over 1.25 million additional items from military and civilian agencies meant the cataloging took until 1956 to complete. During 1952, approximately 39,000 items per month were identified and assigned unique federal identification numbers.

## Indexing and Cross-Referencing

Indexing the Federal Supply Catalog, though time-consuming, was needed to make items easier to find. Creating the index was a step-by-step process going through the entire Federal Supply Catalog. It meant employees assigned to this project had to work systematically through different classes of supply. Food was indexed first, followed by clothing, then medical items. Other commodity areas followed, and all were indexed by 1952.

This indexing is still in place today. Customers can search for items by name, manufacturer, colloquial term or even function. In the early years of supply catalogs, this was not possible.

As items were being ingested into the Federal Catalog System, a cross-referencing project was also underway to identify items by reference to manufacturers' names and numbers, eliminate duplication, create interchangeability data and make it available across the complete federal enterprise.

## Defense Logistics Agency's Role

In 1958, DoD established a new agency in Washington, D.C., called the Armed Forces Supply Support Center, and



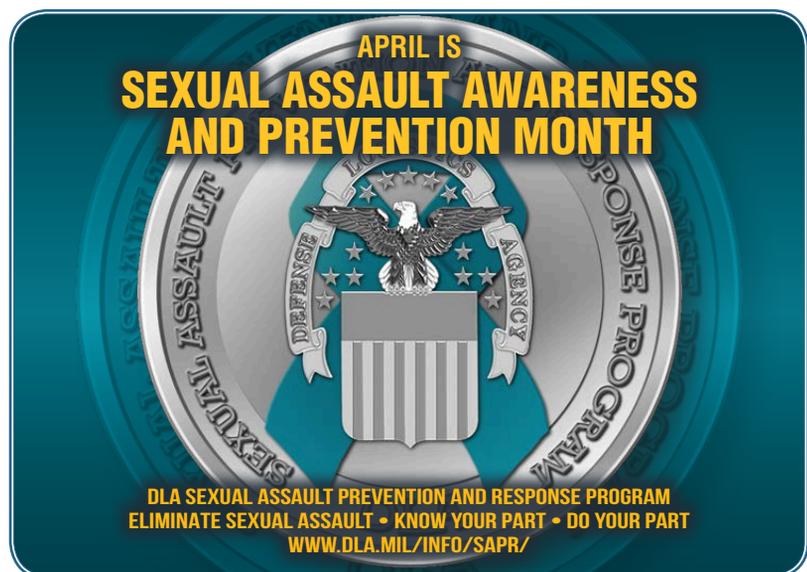
gave it the responsibility for managing the Federal Catalog System.

DoD moved the Federal Catalog System and the Armed Forces Supply Support Center into the newly created Defense Supply Agency in 1961. The Armed Forces Supply Support Center then became the Defense Logistics Services Center and relocated to Battle Creek, Michigan. Advance elements arrived in mid-1962, and DLSC became fully operational in Battle Creek in January 1963.

Thanks to the cataloging program,

DLA employees continue the responsibility of maintaining and updating the federal supply catalog.

all similar items in the government are now described and identified the same way. From its beginnings in the First World War to its robust and efficient contemporary version, the federal catalog system helps government agencies operate effectively and in unison — thanks to the hard work of people at the Defense Logistics Agency. 



# DLA NewsWire



## DLA POLICE REUNITE MISSING MAN WITH FAMILY

Police at Defense Supply Center Columbus responded to a call at the Yearling Road Gate Jan. 18 after a disoriented, elderly man walked onto the installation trying to get to his father's house.

Officer David Webb was the first on site and realized it was not a normal situation; Sgt. Jerry Pyle arrived shortly after.

"The only information he could tell us was his age, 70. He couldn't tell us his birthday, where he was from or anything else," Pyle said.

The officers were able to obtain his driver's license and ran it through the database, which provided an alert for a missing person.

Family had reported the man as missing from Massillon, Ohio, roughly 48 hours prior and noted he suffers from dementia, high blood pressure and early-onset Alzheimer's disease. He had also been without his medicines for approximately 36 hours.

The family was notified that their missing relative was found, and they immediately headed to the installation. The previous day, police had discovered his vehicle on Interstate 670. He had run out of gas, grabbed his gas can and started walking. He was wandering around the city for almost a full day before he arrived at the DSCC gates.

Lt. Harry Salcone said the officers' training was helpful in the situation. One of the initial responding officers recognized the lights and sirens were causing unnecessary agitation, for example. "Webb took action and turned off the overhead — reds and blues — which calmed the man's anxiety and improved the situation almost immediately," Pyle said.

Salcone also spoke on the response team's actions. "This is what I would call excellence in action," he said. "These officers and sergeants responded to an unknown situation, made an evaluation and brought the situation to a logical conclusion. They train for situations like these, but to see it implemented and the positive outcome is what this job is about."

— Dana Thornbury, DLA Land and Maritime  
More online: [go.usa.gov/x9t4U](http://go.usa.gov/x9t4U)





## BITUMINOUS COAL REMOVED FROM SHUTTERED POWER PLANT WITH HELP FROM DLA DISPOSITION SERVICES

A labor-intensive project to remove roughly 18 million pounds of bituminous coal from the Navy's last coal-fired, steam-producing power plant at Naval Surface Warfare Center Indian Head in Maryland is now over, thanks to help from Defense Logistics Agency Disposition Services.

The site opened as a gun-testing range on the Potomac River in the late 1800s and morphed into the home of Navy explosive ordinance disposal research by the 21st century. For many decades, the engineers and scientists who worked with volatile materials used steam heat in

their explosives research facilities to minimize the opportunities for accidents.

The plant closed a few years ago, but a football-field-sized pile of coal remained until Navy officials turned to DLA for a solution in 2015. DLA Disposition Services personnel helped facilitate removal of the coal by creating and awarding a one-time hazardous sale to Penn Keystone Coal Co., saving the Navy more than \$6 million.

"The cost savings alone is astronomical," said Dan Bryan, an agency environmental protection specialist who helped coordinate and monitor more than 300 pickups by the contractor.

The only expense incurred by DoD was for the rental of a special front-end loader to help accommodate Penn Keystone's 10-truck-a-day removal pace.

"This was a long-term operation that easily could have broken down and gone sideways," Bryan said. "We stayed on top of it and removed this coal in a consistent and reliable manner."

Navy facilities officials will soon begin soil remediation to ensure there is no long-term impact on the environment.

— Jake Joy, DLA Disposition Services  
More online: [go.usa.gov/x9t2x](http://go.usa.gov/x9t2x)

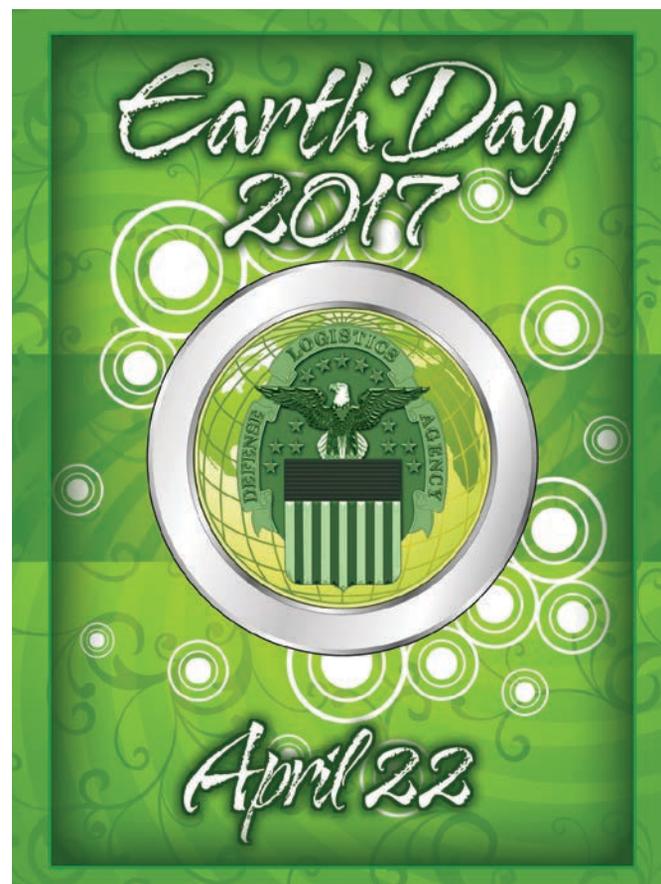
## DLA DISTRIBUTION AWARDED FOR REDUCING ENERGY USE

Defense Logistics Agency Distribution Oklahoma City, Oklahoma, received the 2016 Federal Energy and Water Management Award for reducing energy use in eight facilities by converting from steam heating to natural gas.

The project included the replacement of steam unit heaters with infrared radiant heaters in warehouse areas and the replacement of steam to hot-water converters with high-efficiency condensing hot-water boilers in office and service areas.

The activity saved almost \$700,000 in utilities from the prior year and reduced energy use by 27 percent.

— DLA Distribution Public Affairs  
More online: [go.usa.gov/x9t4m](http://go.usa.gov/x9t4m)



DEFENSE LOGISTICS AGENCY

# WARRANT OFFICERS

## LEADERS • MENTORS • TECHNICAL EXPERTS

Story by Cathy Hopkins, DLA Aviation Public Affairs

**D**efense Logistics Agency's warrant officers are few in number, averaging only 17 Army billets and one Marine Corps billet, but their impact is felt throughout the enterprise. Touching almost all activities and locations, DLA's WOs are critical in supporting commanders, service members and other DLA customers.

Warrant officers, nearly all of whom begin as enlisted service members, are technical specialists in their fields, from legal assistance to veterinary services. They serve in branches such as logistics, aviation, military intelligence, ordnance, transportation, signal and cyber. In the Army, some aviation warrants fly helicopters and planes.

The joint two-year assignment allows

WOs to bring their knowledge of military operations and established relationships to DLA. On returning to their units, they bring back an in-depth knowledge of DLA demand forecasting, procurement systems and contracting. All for the benefit of providing and improving warfighter support.

Chief Warrant Officer 2 Larry Lyons serves at DLA Energy Pacific at Okinawa, Japan, as a plans and operations officer for a defense fuel support point for bulk-fuel receipt and storage, as well as inventory management and distribution. He oversees six fuel terminals, 78 miles of pipeline, 56 million gallons of bulk fuel storage and the Pacific Command War Reserve in support of all Department of Defense activities in Okinawa.

"I chose to be a warrant officer because I wanted to be a technical subject matter expert in my field," he said. "As a petroleum systems technician, I'm an expert in fuel, water and the lab testing of fuels."

"Through progressive levels of expertise in assignments, training and education, we administer, manage, maintain, operate and integrate Army systems and equipment across the full range of Army operations," he said. "I am the go-between for enlisted service members and commissioned officers. I am the expert adviser to the commissioned officers who come to me for the right answer."

Lyons serves as a DLA liaison for U.S. military services, elements of the Japan Self-Defense Forces and other island partners, facilitating support of joint fuel requirements and ensuring strategic plans and operations are compliant with U.S. and host nation policies and regulations.

He recently helped a field unit solve a fuels problem that was affecting their trucks and their ability to complete their missions.

"They were having issues with fuel commingling with water and sediment," Lyons said. "We provided lab sampling equipment and a monthly test of all fuel trucks in their fleet to ensure their fuel was suitable for use."

He said he also provided expert fuel guidance on sampling and testing of their petroleum vehicles and

Chief Warrant Officer 2 Larry Lyons (blue helmet) serves at DLA Energy Pacific at Okinawa, Japan, as an operations and plans officer for bulk fuel receipt, storage, and inventory management and distribution. Part of his responsibilities are to help administer a six-month augmentee program where DLA Energy Pacific at Okinawa gives fuel Marines a chance to learn pipeline, lab, tanks, bunkering and tank gauging operations.



Courtesy Photo

recommended replacing the filters and recirculating the fuel to ensure this problem didn't occur again.

While Lyons is involved in fuels delivery, Chief Warrant Officer 4 Joseph Giles has served as chief of aerial delivery for DLA Distribution in Susquehanna, Pennsylvania, since 2014.

Giles, a WO for 14 years, manages the only aerial delivery warehouse in DLA. As the principal airdrop advisor to the DLA Distribution commander, he provides receipt, storage, control and shipment of over 15,000 mission-critical material-release orders annually for all armed services branches, federal and civilian agencies, foreign military services and multiple combatant commands stateside and overseas. He manages over 850 national stock numbers valued at \$450 million and ensures logistical continuity between DLA, the TACOM Integrated Logistics Support Center and the aerial delivery community.

Giles recently helped provide replacements for 200 unserviceable parachutes the 82nd Airborne Division needed to continue its global support mission.

"There wasn't enough time to turn in unserviceable parachutes and receive replacements with current business rules," Giles said. "So within one week, we provided a solution where personnel from the 82nd were able to drive to Pennsylvania, turn in the old and get the replacement parachutes to meet their mission deadline."

Not only do DLA's WOs help stateside customers, they also deploy wherever DLA has a worldwide presence. Chief Warrant Officer 3 Scott Kjendlie deployed as an operations officer on DLA Support Team-Afghanistan, a position normally

reserved for a commissioned officer in the rank of major. Chief Warrant Officer 4 Joseph Giles makes his last parachute jump on July 6, 2016 at Pappy Tidwell Drop Zone, Mechanicsburg, Pennsylvania. After serving as a warrant officer for over 14 years, the last three with DLA, Giles is retiring from active duty in February 2017 and will continue providing warfighter support in his new DLA position as a supervisory general supply specialist at DLA Distribution Susquehanna.

reserved for a commissioned officer in the rank of major.

Kjendlie, a WO for 10 years in the armament field, is deputy chief for land customer operations in the Weapon Systems Support Management Division at DLA Land and Maritime, Columbus, Ohio. "We not only provide specific field technical expertise, but we also provide leadership to enlisted and junior officers and serve as our commander's 'honest broker' and 'ear to the ground' in terms of the maintenance of our specialized field," he said.

DLA Troop Support has several WOs in its ranks, including Chief Warrant 3 Jemme Neal, a veterinary food inspector before she became a warrant officer and a food safety officer. Neal initially wanted to be in the officer corps, but the only officers in the veterinary service were veterinarians or warrant officers. She wanted to say focused on food safety, food defense and food quality, so she applied to become a warrant officer.

That way, "I could continue to develop myself as a technician," Neal said.

"Typically, my job involves developing food inspection and training programs while serving as the technical expert to my commander," Neal said.

Her specialty has allowed her to travel throughout the Midwest, deploy to Iraq in support of Operations Iraqi Freedom and New Dawn and help DLA provide disaster relief in Haiti and in New Jersey following Hurricane Sandy.



During her DLA assignment in Philadelphia as a consumer safety officer, Neal is issuing food recalls, providing food safety advice and conducting audits of Market Fresh and Prime Vendors in conjunction with the U.S. Department of Agriculture and the National Oceanic and Atmospheric Association, to ensure compliance with contractual requirements. As a joint officer, she is also learning the contractual processes to take that knowledge back to the veterinary corps to improve their DLA programs.

Chief Warrant Officer 2 Eugene Garcia, who works for DLA Troop Support in Philadelphia, Pennsylvania, as a veterinary food safety officer, describes WOs as integrators. Garcia has only been with DLA since July. He's already making an impact interacting with customers in the field to solve their problems relating to meal rations.

Chief Warrant 3 Kenneth McCutcheon works in biomedical acquisitions with

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**ONE WARRANT OFFICER HELPED FORT HOOD, TEXAS,  
DIVEST OF 243 VEHICLES AND 31,400 OTHER ITEMS.**

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one of DLA Troop Support's forward-deployed customer support cells in Fort Detrick, Maryland. He's been a health service maintenance warrant officer nine years and serves in a hybrid position providing customer service support and helping customers develop their requirements.

McCutcheon chose the warrant officer corps because of the leadership opportunities it offered and the impact he felt he would have on the field.

"My role is to understand issues brought to my attention and provide resources [or] information, or [help] develop a plan to solve the problem or further refine it," he said.

McCutcheon recently finished working on a project with Army Medical Materiel Agency-Defense Health Agency and Keller Army Community Hospital at U.S. Military Academy, West Point, New York, to replace its computed radiography unit in conjunction with another renewal project.

"They notified us in March that they needed a contract awarded in July for an

From right: Army Chief Warrant Officer 4 Kevin Ryan and Marine Corps Chief Warrant Officer 3 Jacqueline Elazier-Allison brief Army Col. Mark Hirschinger, Craig Hughes and George Johnson, the chief, deputy division chief and force provider, respectively, of DLA Aviation's Army Customer Facing Division, on aviation metrics at Defense Supply Center, Richmond, Virginia.



Jackie Roberts

August delivery and a November go-live time," he said. "Normally it would take us 8-10 months, but we were able to turn it around in under 90 days."

He said the collaboration was time sensitive and complex. In addition, McCutcheon said the team was able to capitalize on a parallel Voluntary Incentive Agreement Program through DHA that allowed West Point to upgrade their system at no additional cost.

Chief Warrant Officer 4 Arthur Harris works for the Army Team in the Materiel Management Office at DLA Logistics Operations, with DLA's headquarters at Fort Belvoir, Virginia. Harris entered the WO ranks in the quartermaster corps to become an expert in the logistics field. Harris is the DLA Army national account manager and an Army readiness officer.

Marine Corps Chief Warrant Officer 3 Jacqueline Elazier-Allison, operations officer in-charge, and Marine Corps Maj. Christopher Story, executive officer of the DLA Aviation Marine Corps Customer Facing Division, discuss aviation weapon system statistics at Defense Supply Center Richmond, Virginia.

He's a conduit for Army interactions with DLA and its primary-level field activities. He's also the wholesale logistics point of contact for 427 Army weapon systems and issues affecting Army material readiness.

Harris is working with Department of the Army and the Army Materiel Command on the "All Army Excess" project, to synchronize DLA acceptance of all Army excess equipment as it downsizes.

Most recently, he worked with the Fort Hood, Texas, senior mission commander to help DLA in synchronizing the AAE project. He helped the fort's organizations divest of excess equipment totaling 243 vehicles and 31,400 other items.

Chief Warrant Officer 4 Tim Robinson also works at DLA headquarters as a legal administrator in the Judge Advocate General's Corps. He oversees the daily activities of the Office of General Counsel, managing office staff and automated systems, as well as budgets and contracting.

Robinson said he joined the WO corps after a friend became a legal administrator. Robinson wanted to stay in the JAG Corps, but he didn't want to become a lawyer.

"Becoming a WO was the next best thing. I've never regretted my decision," he said. "Although WOs make up less than 3 percent of the Army's total strength, we have a great responsibility



Jackie Roberts

that includes training soldiers, organizing and advising on missions and advancing with our career specialties."

Chief Warrant Officer 3 Michael Jackson serves in the aviation branch of the Army WO corps at DLA Aviation in Richmond, Virginia, as a readiness officer. He tracks rotary wing aircraft status for the Army fleet and provides the aviation community global logistics support.

While WOs can serve in many capacities, Jackson, an aviation maintenance technician since 2008, said he chose the corps to become an expert in his field and to continue learning as much as he could while executing a broad spectrum of duties.

Chief Warrant Officer 4 Kevin Ryan also works in Richmond as an aviation readiness officer. Ryan provides a direct link between Army aviation warfighting customers and the DLA Aviation workforce. He said he helps develop continuity to ensure positive, proactive solutions that support DLA's most important asset, the warfighter.

"I've been there, in need of support. It is critical that [DLA] provide outstanding service to those in the fight or to those conducting everyday operations within our aviation community," he said.

Ryan believes the key to success as a warrant officer is to educate and give

sound technical and tactical advice.

"In my position, I have the capability of reaching out to a large spectrum of Army aviation. That isn't taken lightly. I feel there is a certain responsibility to do my absolute best to support those in need," he said.

Ryan developed an outreach program where Army personnel travel to the customer to ensure DLA Aviation is meeting their needs.

"If we need to go to a location to improve our support, that is what we are willing to do," Ryan said.

He's also incorporated tools he used in previous assignments, like fleet readiness dashboards and performance scorecards, to help DLA's civilian workforce understand their impact on warfighter support and supply support activity warehouse performance.

As the only Marine Corps warrant officer in DLA, Chief Warrant Officer 3 Jacqueline Elazier-Allison occupies one of the newest joint military billets in DLA, joining the staff this past October. She's attached to the Aviation Customer Focused Intelligence Team in the Marine Corps Customer Relationship Management Cell of the DLA Aviation Customer Operations Directorate. Her job is to enrich historical forecasts with customer requirements.

## A LITTLE HISTORY ABOUT THE WARRANT OFFICER

According to the Warrant Officer Historical Foundation, the rank of warrant officer is one of the oldest in Western military systems, dating to the founding of the British navy. These sailors, referred to as "boat mates" or "bosun's mates," became indispensable to less experienced commissioned officers and were rewarded with a Royal Warrant to set them apart from other sailors, but not violate the strict class system of the time.

In July 1918, the U.S. Congress established the Army Mine Planter Service as part of the Coast Artillery Corps, headquartered at Fort Monroe, Virginia. In doing so, it also established the rank of warrant officer and directed they serve as masters, mates, chief engineers and assistant engineers of each vessel. The vessels were responsible for mine defenses in major ports during World War I. Congress, in 1920, expanded the use of warrant officers in clerical, administrative and band leadership positions.

Coming next issue ...

### A LOOK AT DLA AVIATION'S RETAIL SUPPORT FOR INTERCONTINENTAL BALLISTIC MISSILE PROGRAMS



Elazier-Allison has field experience she brings to DLA from her previous jobs. She has 27 years' experience in the aviation supply operations career field with 11 years as a warrant officer. She has two combat deployments.

"My level of experience affords me the opportunity to work with and mentor lieutenants and captains," she said. "It's all about relationship building and earning respect."

Whether forecasting demand for aviation support packages, troubleshooting meal rations, solving fuel problems, running a legal office or arranging unique procurement solutions for replacement parachutes, DLA's WOs are making a big impact and playing a critical role in warfighter support as leaders, mentors and technical experts. 

I AM

DLA



**My name is:**

*Laurie Darrisaw*

**I am:**

*An equal employment opportunity specialist and training coordinator in the DLA Aviation Equal Employment Opportunity and Diversity Office at Defense Supply Center Richmond, Virginia.*

**Describe your job in a sentence:**

*I am the training coordinator for my office, and I handle EEO complaints from all DLA Aviation employees in Richmond and at our forward sites.*

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

*I began working for DLA in October 1985 as an inventory management specialist at the Defense Electronics Supply Center in Dayton, Ohio (which combined with DLA in Columbus, Ohio, in 1997). I came to DLA in Richmond in April 1998.*

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

*Working with people and helping them resolve stressful situations, and imparting information to the workforce on the complaint process and EEO's role.*

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

*Meeting my husband. We met here in July 2000. He has since retired, and we've been happily married for almost 13 years.*

**How do you make a difference?**

*I make a difference by educating the workforce on various aspects of EEO laws and the policies. It is fulfilling to teach employees and managers about EEO and assist them with resolving stressful issues.*



Laurie Darrisaw