

DEFENSE LOGISTICS AGENCY

# LOGGLINES

The Nation's Combat Logistics Support Agency

May / June 2018



SPACE: DLA'S ENERGY FRONTIER

## Boosting the Future

DLA Supports the Next  
Level of Space Launches  
with Reliable, Quality  
Sources of Propellant

### Waste Not, Want Not

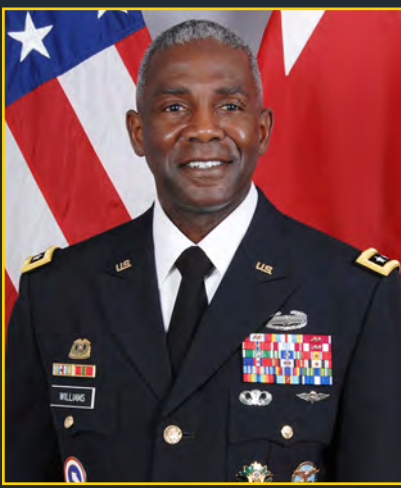
DLA Disposition Services Refines  
Approach to HAZMAT Handling

### Transporting History

DLA Distribution Helps Return  
Antique Rifles from the  
Philippines to the United States

### Feeding the Spirit

Helping Chaplains Meet Spiritual  
Needs of Service Members with  
the Religious Supply Program



Army Lt. Gen. Darrell K. Williams  
Director, Defense Logistics Agency

# LOGLINES

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# From the Director

**A**s I approach the one-year mark as director of the Defense Logistics Agency, I've come to a few bedrock conclusions — that we're a phenomenal agency with great people, performing a unique mission.

Over the past year, I've visited our warfighters and customers around the United States and the globe. Wherever I go, I'm invariably asked what it is DLA does.

To simplify my answer, I attempt to compare what we do in terms of civilian corporations. Our fuel mission compares to a large oil company. Our FedMall capability is similar to an online shopping retailer. We have warehouse storage capacity and delivery solutions like a package delivery company.

But my explanation falls short when I talk about all the services under the DLA umbrella — the disposition piece, military support, documents and maps, support to other federal agencies and all the other aspects that add up to DLA's incredibly broad capability.

The bottom line is few organizations, civilian or military, have a range and depth of mission that rivals that of DLA. We can take pride in how well we accomplish such a unique mission and how indispensable we've become to what gets done in our nation.

This issue of Loglines features outstanding examples of our mission diversity, starting with DLA Energy's initiatives to provide propellants to commercial space programs. We feature DLA Document Services and its mission to print not only documents, but also maps, banners, signs and more used throughout the federal government.

We also spotlight the DLA Disposition Services team and its important mission to safely and efficiently dispose of hazardous materials. We feature an article about DLA Troop Support's religious supply program, which supports the spiritual needs of our military, regardless of their faith.

I'm always interested in the latest activities of my former command, DLA Land and Maritime, so it's great to see an in-depth interview with its commander, Navy Rear Adm. Michelle Skubic. And in a related article, we celebrate the 100th anniversary of Defense Supply Center Columbus.

From the ocean depths to the depths of space, our agency engages in an impressive scope of activities, all with the world-class dedication and professionalism of our phenomenal DLA team. I am pleased to present more examples of DLA's unique mission in support of our warfighters and our nation — no one else does what we do.

Please enjoy this issue of Loglines! 🇺🇸



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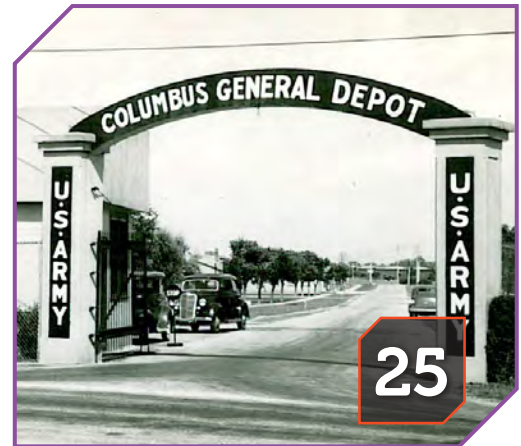


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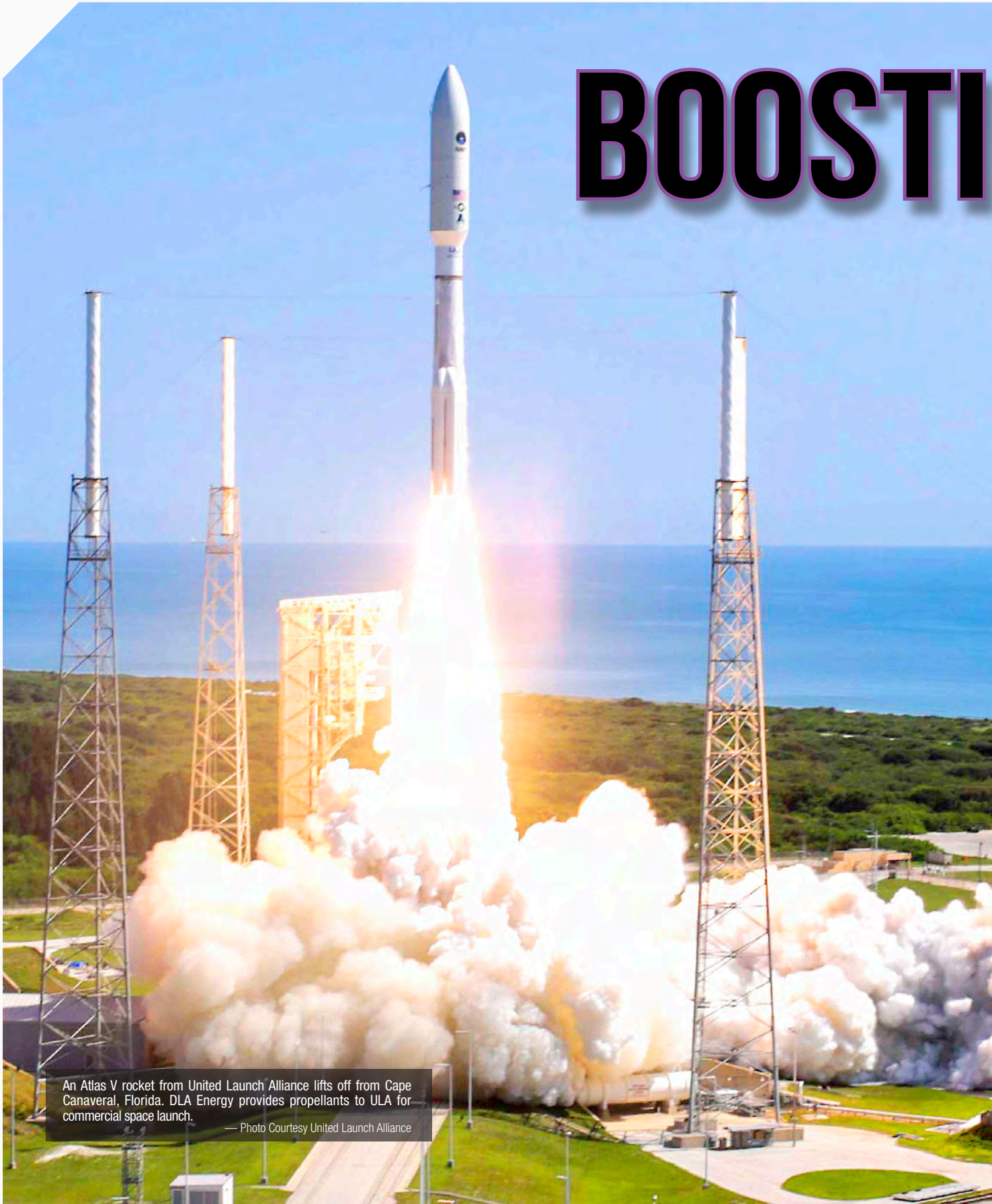


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# BOOSTI



An Atlas V rocket from United Launch Alliance lifts off from Cape Canaveral, Florida. DLA Energy provides propellants to ULA for commercial space launch.

— Photo Courtesy United Launch Alliance

# NG THE FUTURE

Story by Connie Braesch, DLA Energy

Since long before Neil Armstrong took “one giant leap for mankind” onto the moon July 20, 1969, people have been in awe of our place in the universe. For decades, scientists and engineers have sought to reveal possibilities in what was thought impossible.

As space exploration enters a new phase with the commercial space-launch industry sending larger, more efficient and reusable rockets into space, so does the need for reliable, quality sources of propellant.

As the Department of Defense Integrated Materiel Manager for space and space-related products since

2001, the Defense Logistics Agency Energy has provided fuel sources for a variety of DoD, federal and commercial missions as well as research.

## Provider of Choice

Averaging about 15 launches per year, DLA Energy Aerospace Energy powers the rockets carrying vital satellites and other spacecraft to improve communication, weather forecasting and knowledge of the solar system.

While DoD and NASA are prominent DLA Energy customers, in recent years private space companies





Nutan Chada

Workers wear hazardous materials suits and follow decontamination procedures around dinitrogen tetroxide or hydrazine at the Hypergol Storage Facility on Vandenberg Air Force Base, California. Hypergolic propellants spontaneously ignite when they come into contact with each other.

were added to Aerospace Energy's customer list under the Commercial Space Launch Act. The CSLA was passed by Congress in the 1980s to encourage private industry to develop space-related technology.

"One benefit offered by the legislation was access to government infrastructure and resources, including the services DLA provides in managing and distributing the fuel and related products used for these activities," said Ken Grams, director of DLA Energy Aerospace Energy Customer Operations. "With the emergence of several new launch/space companies in the last few years; the legislation is certainly achieving its goals."

In fact, when the first privately built and funded spacecraft from Space Exploration Technologies, or SpaceX, connected with the International Space Station in May 2012, it used DLA Energy Aerospace Energy products to get there.

Aerospace Energy also provides propellants for another commercial company, United Launch Alliance. ULA rocket launches carry DoD or NASA equipment, including a satellite used to detect ballistic missile launches and provide advance warning of nuclear attacks; satellites designed to improve ground communications for U.S. forces on the move; and a satellite to study the Earth's carbon dioxide levels and their effect on climate change.

While the commercial space launch industry is gaining prominence, DLA Energy Aerospace Energy has a long history of supporting federal agencies like NASA, the National Oceanic and Atmospheric Administration and the National Weather Service (both agencies of the Department of Commerce).

When NASA's Orion deep-space capsule was launched in December 2014, it carried Aerospace Energy products. It was the first mission since Apollo to

carry a spacecraft built for humans to deep space. It was also the first time this next-generation spacecraft was tested against the challenges of space, and the first operational test of a heat shield strong enough to protect against 4,000-degree temperatures.

In February 2015, Aerospace Energy provided the products for a joint NASA and NOAA mission that launched a commercially owned SpaceX Falcon 9 rocket carrying the Deep Space Climate observatory satellites into space. The satellites, powered by Aerospace Energy hydrazine, serve as a NOAA weather platform to monitor the solar wind and provide early warning of geomagnetic storms that could affect satellites, communications and power grids.

As NASA's unmanned Juno spacecraft headed toward Jupiter in July 2016, it carried propellants provided by DLA Energy to help steer and maintain its position once in orbit, where it would remain the next 20 months.

Aerospace Energy also helped NOAA launch a rocket carrying a satellite system to improve weather forecasting and detect climate patterns, help emergency managers respond to events and help communities recover from severe storms.

## Galactic Gases

While supplying products to support space exploration isn't rocket science, it does involve careful planning and complex supply-chain management.

In a car or airplane engine, fuel mixes with oxygen in the air to produce combustion. Rockets and satellites also rely on a fuel and an oxidizer, but because of the large quantities needed and because there is practically no oxygen in space, the satellites have to take the oxidizer with them or rely on a monopropellant grade of the fuel.

"For instance, for boost you might

have liquid hydrogen, which is the fuel, and liquid oxygen, which is the oxidizer," Grams said. "It's the combination of the two that causes the reaction to create the energy required to send the tonnage up into space."

Grams added that the fuel of choice for satellites is hydrazine and the oxidizer is dinitrogen tetroxide, due to their stability and long shelf life. They're known as hypergolic propellants, meaning that when they're combined, they self-ignite. DLA Energy Aerospace Energy stores both.

Of the 92 products DLA Energy Aerospace Energy provides, 11 are specific to space missions: rocket propellant-1 and -2, hydrogen, oxygen, nitrogen, helium, gaseous nitrogen, dinitrogen tetroxide, hydrazine, methane and isopropyl alcohol.

For example, when NASA launched a rocket carrying the New Horizons spacecraft bound for Pluto in January 2006, it carried a variety of Aerospace Energy products.

The Lockheed Martin Atlas V rocket itself lifted off with more than 91,000 gallons of propellants, quickly reaching 36,000 mph, more than 47 times the speed of sound.

Other chemicals onboard supported a variety of functions, according to the rocket's manufacturer, Lockheed Martin. Liquid nitrogen was used to chill the gaseous helium, which cooled the rocket's Centaur engine pumps. Gaseous helium pressurized propellant tanks, provided purges and operated valves. Gaseous nitrogen purged the various rocket compartments. Hydrazine helped position the spacecraft before separation and settled the fuel in the tank. Rocket propellant-1 and liquid oxygen powered the rocket's RD-180 engine in stage 1, and liquid oxygen and liquid hydrogen were used to power the Centaur engine in stage 2.

The rocket's payload, the New Horizons spacecraft, also relied on DLA Energy Aerospace Energy fuels. Its onboard propulsion system required enough hydrazine to power a dozen



Nutan Chadda

A DLA Energy Aerospace Energy contractor pulls a sample of rocket fuel out of the tank at Vandenberg Air Force Base, California, to send to the Air Force Petroleum Office's fuel laboratory for testing.



Mike Miller (left) and Dan Lerma (right) from the DLA Energy Aerospace Energy Customer Operations team, along with a vendor, stand on top of the giant liquid nitrogen tank during a tour of the Gaseous Nitrogen Plant on Vandenberg Air Force Base, California. The nitrogen is converted from liquid to gas on site and pushed through a pipeline to the different space-launch complexes on the base.

1-pound thrusters for orientation and small maneuvering capability to complete its 10-plus-year mission.

"It's very important that the products meet the specification requirements," Grams said. "Especially for the hydrazine and dinitrogen tetroxide that's put in a satellite or a space probe. The last thing they want is for something to go wrong with the fuel so they can't get the mission accomplished. So we have tight controls on the purity."

On July 14, 2015, nearly 10 years after launch, New Horizon accomplished its mission and became the first spacecraft to fly by Pluto and its moon Charon, sending back high-resolution photographs of Pluto and Charon.

"Quality assurance has to be exact due to the duration of the missions," said Doug Smith, director of DLA Energy Aerospace Energy Supplier Operations. "Any little imperfection can horribly affect the mission. Because our controls are tight, this mission was a big success. The New Horizons spacecraft traveled more than 3 billion miles over almost 10 years, fueled by our products. So that gives you an example of how important maintaining quality is."

### Getting the Goods

From gathering customer requirements to procurement, transportation, storage and testing, DLA Energy Aerospace Energy is a one-stop shop for its customers, Smith said.

"We have quality assurance representatives at the DLA Energy regional offices worldwide who inspect the product. We have a team of chemists internal to DLA Energy who partner with both

the Air Force Petroleum Labs at Vandenberg Air Force Base, California, and Kennedy Space Center [Cape Canaveral, Florida], as well as with the Air Force Research Labs. We manage the containers as well, so customers don't have to go out and procure or manage their own. And we have a team of buyers and customer account specialists who know these products and are experts in them."

"We gather requirements and put them all together. If you buy more of something, you get more interest from industry, which in turn typically gets you a better price," he said.

Getting the aerospace products efficiently from point A to B is part of managing the supply chain, and because these products are hazardous materials, safe handling is a top priority.

"Dinitrogen tetroxide and some of the hydrazine fuels are inhalation hazards, are corrosive and have a lot of different labels on them," Grams said.



## “ROCKET SCIENTISTS ARE ALWAYS LOOKING FOR A BETTER, SAFER FUEL”

— KEN GRAMS

“So the transportation side of it is not as straightforward as sending something via FedEx. You need dedicated drivers and in some cases dual drivers that are HAZMAT certified.”

Smith and Grams don't recall any safety problems in transporting these products. The closest call Smith can remember was when there were wildfires out near Vandenberg several years ago.

“They dug trenches to protect the fuels, so it was a nonevent from a safety standpoint, due to all the hard work the folks did at Vandenberg,” he said.

Finding efficient ways to get these products to the customer also helps to keep the costs low.

“A lot of the products start out in the normal atmosphere as a gas, but we buy them as a liquid,” Smith said. “They're usually hundreds of degrees below zero, but you get a lot more product if you get it in a liquid that you can turn into gas. And it's a lot more efficient to move it that way too.”

At Vandenberg, DLA Energy Aerospace Energy contracts a gaseous nitrogen plant where the product is converted from a liquid back to gas on-site.

“The plant has pumps and vaporizers to convert the liquid to gas, pump it up to a high pressure and push it out via pipeline to the south base launch complexes,” Smith said.

Also on Vandenberg is a storage facility for hypergolic propellants.

“The products we manage are specialized, and a lot of work goes into ensuring this supply chain runs smoothly,” Smith said. “Being a part of space

Ainsley Allen, lab chief for the Air Force Petroleum Office's fuel laboratory at Vandenberg Air Force Base, California, receives samples for testing. The lab tests propellants and gases used on the rockets and analyzes them for contaminants and particles that could interfere with spacecraft operations.

missions as the logistics supplier for the propellants is something very special. The team isn't just negotiating contracts, placing orders, managing inventory or creating transportation movements; they're [also] impacting historic exploration and scientific discovery.”

### The Future of Space Propellants

With DLA and its customers looking at ways to be more cost-effective and efficient, partnering during the research and development is important.

“Rocket scientists are always looking for a better, safer fuel,” Grams said. “We try to get involved in the early stages to help them develop specifications. We're there at the front end to help them avoid issues that can arise in the procurement process at the tail end.”

As a member of the Joint Army Navy NASA Air Force Interagency Propulsion Committee, DLA Energy Aerospace Energy promotes and facilitates the exchange of technical and programmatic

information among the military, defense agencies, NASA, U.S. industry and academia to respond to current and future aerospace propulsion needs.

“We come together to make educated decisions on investment strategies inclusive of the propellants to support their projects,” Smith said. “Wherever space launch goes, we're trying to position ourselves to support their needs.”

Aerospace Energy is also partnering with the Air Force Research Labs looking for the fuel of the future, Smith said. It's part of a group looking at cleaner aerospace energy products, as well as a satellite project that could use a “green” monopropellant.

“It could be a replacement for hydrazine at some point,” Smith noted.

As the desire to explore and challenge our limits pushes the boundaries of science, DLA Energy Aerospace Energy will be there, ensuring the agency's whole-of-government partners have a reliable and high-quality source for their space fuels.

While we might still think of movies like Star Wars, Alien, Interstellar and The Martian when we think about space travel, out-of-this-world space exploration isn't just for Hollywood. **L**



Army 1st Lt. Caitlie Sweet



A DLA contractor prepares hazardous waste to be removed from a Defense Department generator site.

# WASTE NOT, WANT NOT

DLA  
DISPOSITION  
SERVICES  
TEAMS ENSURE  
HAZARDOUS  
WASTE IS  
DISPOSED OF  
PROPERLY  
AND  
EFFICIENTLY

Story by Dianne Ryder

**W**hen people think about hazardous waste, they might imagine barrels marked with a skull and crossbones, containing highly toxic chemicals. But how does the Defense Logistics Agency support the disposal of hazardous waste — especially those the government produces daily?

The Environmental Protection Agency maintains definitions and

lists of hazardous wastes — such as cleaners, chemicals, oils and fuels. The Department of Defense also generates wastes that are not regulated as hazardous but that require controlled treatment and disposal, said Rick Klingel, DLA Disposition Services Environmental Division chief.

“There are some things that are not toxic or dangerous enough to be on the EPA’s lists but are still not so innocuous

that you want to throw it in the regular garbage or toss it down the drain," he said. "You treat oils differently from solvents, corrosives and paint waste."

For example, latex paint does not qualify as hazardous waste, but oil-based paint or primer does. Likewise, used motor oil and antifreeze are technically not hazardous waste, but DLA has contractors who dispose of all these materials in an environmentally sensitive way.

While only half to two-thirds of what DLA Disposition Services receives is regulated as hazardous waste, the other portion "is toxic enough that you want to dispose of it responsibly," Klingel said.

He noted the installations that generate the waste are bound by law to thoroughly identify the material.

"If they have an industrial process where they're painting fighter jets, they've probably got tanks of solvent, because they have to strip the wing before they repaint it," he said. "All kinds of chemicals may be mixed, as they have to clean out the paint guns frequently."

The installations share information about the materials' properties with the DLA Disposition Services team, who then issues a disposal task order to the contractor. The contractor must know the chemical composition of the waste to choose the proper treatment or disposal facility, Klingel said.

Around the world, DLA Disposition Services has about 100 field offices that dispose of excess property, he said. About two-thirds have environmental protection specialists whose main duty is to function as contracting officer representatives on about 80 contracts.

## Chunky But Smooth

"You could break the mission into four chunks," Klingel said. His staff and regional staffs around the world handle the first

Expired hydraulic fluid sits in a storage locker at Barksdale Air Force Base, Louisiana. One of the main criteria for repurposed chemicals is that they must be used on noncritical and nontactical vessels.

**"YOU DON'T WANT TO UNNECESSARILY MOVE PAILS AND DRUMS OF TOXIC HAZARDOUS WASTE FROM PLACE TO PLACE."**

— RICK KLINGEL

chunk: gathering the requirements and building the procurement request.

The DLA Disposition Services Acquisition office does most of the second chunk, he said: soliciting and awarding the contracts.

Next, the environmental protection specialists put on their COR hats to oversee the contractors doing the actual waste removals. "That's the third chunk," Klingel said. The Acquisition contract officers and worldwide CORs do most of the heavy lifting.

Contractors handle the fourth chunk, submitting documentation to prove they responsibly transported and delivered the waste to the disposal facility.

## Special Handling Required

Klingel's staff in Battle Creek, Michigan, conducts quality assurance on the contractors' performance.

"For most of the missions DLA Disposition Services supports, DoD customers bring their excess property to our field offices. We physically take it and run it through the disposal cycle," Klingel said. "Hazardous-waste disposal is the opposite of that. You don't want to unnecessarily move pails and drums of toxic hazardous waste from place to place."

That's where the contractors come in. All the hazardous-waste contracts are service contracts, Klingel said.

"We take the service provider to the customer. We're essentially a specialized, just-in-time hazardous waste contracting service," he said. "When an installation has hazardous waste they want to dispose of, they'll give us turn-in documents. But instead of physically bringing it to our site, we'll do a receipt-in-place and then issue a task order to the contractor."



Air Force Airman 1st Class Tessa Corrick

From there, the contractor picks up the material from the installation and takes it to a landfill, incinerator or treatment site.

## Location, Location, Location

Having global service contracts means the specifications can vary according to the location. The Resource Conservation and Recovery Act, or RCRA, governs the disposal of hazardous waste and is enforced by the EPA. However, the RCRA only applies to U.S. locations, Klingel said. In foreign countries, disposal is governed by that country's laws or international law.

In the United States, contractors usually must retrieve the wastes within 15-30 days.

"Some contracts, in the Middle East for example, specify that the contractor has to respond within 60 days because international environmental and local customs requirements take extra time," Klingel said.

Klingel said Jacksonville, Florida, is DLA's largest customer because it's where the Navy maintains and services its planes.

"It's an industrial base with a high operation tempo, so that contract has

A truck from Japan Iron Engineering waits by the pier at U.S. Fleet Activities Yokosuka, Japan, to transport hazardous materials to a facility for disposal, treatment or storage.

a 15-day contractor response time," he said.

Contracts are tailored to meet the regional customers' operational requirements. For example, Afghanistan has a 90-day window, because it demands of the contractor a lot more work and effort to transport people, supplies and equipment from Europe, Klingel said.

Joining the Environmental Support Branch at DLA Disposition Services Headquarters is the Hazardous Disposal Branch, led by Steve Schneider, its branch chief.

Schneider has a team of manifest trackers whose primary mission is to track every pound of hazardous waste turned in under DLA's contracts, from generation to disposal. As they look at the documentation the contractor provided his or her staff, comparing it with the information the COR entered into the Distribution Standard System, the manifest trackers verify the contractor properly managed the waste in accordance with the contract requirements. This includes verifying the only facilities



used were hazardous-waste treatment, storage and disposal facilities identified in DLA's Qualified Facility List. Only after they verify this does DLA authorize payment to the contractor.

Schneider's team also develops and submits to the contracting office a procurement request, "basically a hazardous-waste disposal contract," he said.

It's a long process, beginning a year out. Schneider and his team meet with customers, hazardous-waste generators, military service members and CORs, to gather all the requirements and consolidate them into a contract.

Schneider said the contracts are typically renewals or follow-on contracts. But sometimes they write brand-new contracts or requirements, such as the one they're working on for a foaming agent used in firefighting.

His team is writing a contract for removal, destruction and disposal of the chemical for the Army, Navy and Marine Corps, having developed one for the Air Force last year. The foaming agent contains chemicals that are "on the EPA's radar," Schneider said.

The most common waste items the team disposes of are generated by motor pools: petroleum, oils, other lubricants

Larry Allen, aircraft painter, L3 Communications Integrated Systems Vertex Aerospace, applies paint to protect the C-130 aircraft body from corrosion that can easily occur at high altitudes, at Sheppard Air Force Base, Texas. Aircraft painters remove grease, dirt, paint or rust from the aircraft services in preparation for paint application, using abrasives, solvents, brushes and sandblasters.



Danny Webb



Yasuo Tsunoda

and antifreeze. But they also dispose of "everything coming out of the various installations," he said.

The team has 54 contracts that cover nearly all U.S. military bases, Schneider said.

"Some bases specialize in different operations like metal plating, for instance, where they're generating waste that contains cyanides and heavy metals. We manage a broad spectrum of hazardous wastes, including ignitable, corrosive, reactive and toxic wastes," he said.

## CLINching a Victory

Schneider said the most significant task his team has done is reengineering DLA Disposition Services' hazardous-waste disposal contracts, aligning them with private-sector standards.

Starting four years ago, the team launched the first-of-its-kind profile-based, contract line-item-number contract, known commonly as a CLIN.

This helps contractors make better informed, more competitive bids, Schneider said.

"It's been quite a challenge to convert our contracts from a 25-year-old, outdated model to one that's vastly different but much more efficient," he added.

Schneider explained previous contracts were designed solely around EPA waste codes. He also said the Federal Acquisition Regulation forbids the government from imposing financial risks on the contracting community that



Randall Wisinger

companies don't normally encounter in the private sector. But the previous contracts did just that.

"The contractors had to make a lot of assumptions because our CLINs were so broad and generic," he said. "Our CLIN descriptions now are much more specific and developed with the different technologies in mind."

Schneider said a lot of CLINs are very technology-centric.

"Some CLINs do require certain technologies, but for the most part, we don't tell our contractors how they must dispose of the waste," he said. "But by looking at our CLIN descriptions, they can leverage their best assets to provide a more competitive bid."

When Schneider's team designs the CLINs, they use cost triggers in the descriptions to indicate which technologies might best be used. For example, a CLIN may describe the energy value of a waste, enabling the contractor to base pricing on using fuels blending for disposal, rather than the more costly technology of incineration.

In fuels blending, organic waste is used as an alternative fuel to manufacture cement. It displaces the

Pallets containing hazardous materials, such as oil and paint, are stored prior to use at the Norfolk Naval Shipyard in Portsmouth, Virginia. A system implemented by DLA now manages hazardous materials at four Naval Sea Systems Command shipyards.

coal that would otherwise be burned by the cement kiln. The cost to the contractor is a fraction of the cost of incineration, where the waste is simply destroyed and no energy is recovered.

"It's always more expensive to burn something for the sake of destroying it than it is to recover energy from it," he said. "What we've done is eliminate much of the guesswork and financial risk to the contractor without transferring any of that risk to our warfighter customers."

With Disposition Services providing more details about the waste, "contractors can better determine their technology of choice rather than base their costs on worse-case assumptions they had to make under the previous, generic CLIN structure," Schneider said.

"We're clearly seeing more competition for our business," he added, "and the data indicates that DoD and taxpayers are saving approximately 17 percent for the management of

military-generated hazardous waste under the new contract model."

Another reason for the change from waste-code-based CLINs to profile-based contracts is to standardize contracts across DLA worldwide, Schneider said.

"When DLA employees go from one region to another, the contracts are very similar in format and content," he said.

### **The Weighting is the Hardest Part**

One of the biggest differences is that the previous government contracts were on a per-pound basis to comply with RCRA, established more than 25 years ago.

"We've now aligned with industry in that most of the waste is managed and priced by container size — that's been a big change," Schneider said. "Some things, like batteries and

polychlorinated biphenyls are still measured in pounds. But by far, most of the waste now is turned in, managed and priced by container size because that's the way industry does it."

Schneider said the conversion from pounds to container size presented challenges to many customers.

"Our reporting and our data only showed how many pounds of toxic solids were turned in for a given period. Because everything was based on pounds, we couldn't tell how many of those pounds were turned in as 55-gallon drums and how many were turned in as 20,000 pound bulk loads," he said.

"So we had to create a new contract model with estimated quantities that were, at times, much of a guess. But now that everything is by container size, renewals of these five-year contracts are easy, because we can pull a report and we can see

how many 5-gallon pails were turned in, how many 55-gallon drums, how many gallons were removed by tanker trucks versus drums — it's a lot more specific now."

Schneider said he sees potential for further improvements, such as transportation pricing that's separate from disposal pricing, and an increase in waste minimization. But one thing will not change.

"Everything revolves around RCRA," he said. "That's our 'holy grail' and is at the centerpiece of our disposal contracts."

From contracting and manifest tracking to ultimate disposal, the focused effort by so many employees across the agency helps DLA avoid a type of waste many consider one of the most hazardous of all: waste of the American taxpayers' money.

That's a hazard no one at DLA will accept. 🇺🇸

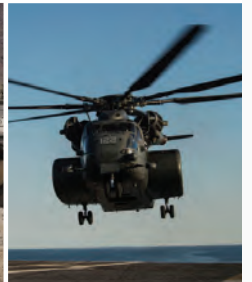
# DLA LAND AND MARITIME

## Supplier Conference

June 19 - 20

Columbus, Ohio

Greater Columbus Convention Center



<http://go.usa.gov/xRsTg>

# TRANSPORTING HISTORY

Story by James McCormack  
Deputy Director, DLA Distribution Business Development

**D**efense Logistics Agency Distribution provides global distribution to America's military and other federal agencies. With a focus on its core mission — the receipt, storage and issuance of materiel — the organization regularly seeks ways to increase warfighter readiness.

To that end, DLA Distribution was given a unique mission last year: accounting for and transporting nearly 90,000 U.S.-provided rifles from the Philippines to the United States.

The project was the result of a World War II agreement in which the U.S. would

provide M1 Garand rifles to the Philippine government for military assistance.

The M1 Garand (rhymes with errand) is a .30 caliber semiautomatic rifle that was the standard U.S. service rifle during World War II and the Korean War. It also saw limited service during the Vietnam War. Most M1 rifles were issued to U.S. forces, though hundreds of thousands were also provided as foreign aid to American allies, such as the Philippines.

Recently, the Army asked if foreign partners could support the Civilian Marksmanship Program by returning small arms they no longer need. The

Armed Forces of the Philippines agreed to support this initiative and submitted the paperwork with the Department of State. The Army asked that DLA Distribution facilitate the inventory and shipment of these weapons.

## Background

In March 2017, six agencies formed a coalition to develop a plan for returning the WWII vintage M1 Garand rifles: The U.S. Army Headquarters, Army Tank and Automotive Command, the Defense Security Cooperation Agency, the Joint U.S. Military Assistance Group–Philippines, U.S. Transportation Command and the Defense Logistics Agency. The plan was to transport the rifles from just outside Manila to a facility in Alabama for retrieval by the Army.

DLA's involvement stemmed from its Foreign Military Sales Distribution Services Initiative with USTRANSCOM. This initiative is a freight-forwarder-like service offered to partner nations. The service can move FMS cargo from within the continental U.S. to areas beyond, as well as repair materiel for FMS customers.

DSCA officials believed the repair component would be a good solution for the repatriation of the M1 rifles, which would then be passed on to CMP.

Once CMP has the weapons, it will refurbish the M1s and offer them



Photo Courtesy: Joint U.S. Military Assistance Group – Philippines

Team members from the Joint Armed Forces of the Philippines and the United States conducting M1 Inventory.



for sale to the public. The rifles, which initially sold for the equivalent of \$1,200 during World War II, can sell for the same price in current-year dollars or even more after being refurbished.

## Mission Planning and Execution

The DLA team arrived in the Philippines in mid-August and began joint inventory operations with the AFP team within days.

DLA Distribution conducted overall project management and placed personnel and equipment at Camp Aguinaldo, near Quezon City, Philippines, to inventory, pack, crate and arrange transportation of the M1s. Inventory, based on each M1 serial number, had to be done by U.S. and Philippine representatives, so both parties would be confident in the accounting and transportation of each rifle. DLA Distribution used its Global Distribution Expeditionary Contract to direct its service provider to do the work. The contract allows DLA to support new or surge-related, storage and distribution missions around the world that fall outside its capacity.

DLA Distribution also deployed a DLA civilian trained in contract oversight to perform quality assurance and to directly interact with the JUSMAG and AFP at Camp Aguinaldo.

## Overcoming Challenges

Accounting for and transporting 90,000 small arms from the other side of the globe is challenging under any circumstances. Throw in termite infestation, monsoon season, and asbestos contamination, and it's a recipe for disaster.

Early in the planning, the M1 project team learned many of the rifles showed termite damage. This was validated

The M1 Garand, a .30 caliber semiautomatic rifle, was the standard U.S. service rifle during World War II and the Korean War.

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during the team's initial site visit to Camp Aguinaldo in April 2017.

However, it was also clear most of the weapons were still restorable. The team first had to determine if there was still an active termite infestation. If so, then termite treatment would be next.

There were active infestations in the warehouses — but there were no active infestations in the rifles themselves. As a preventive measure, since the rifles were to remain in the warehouses for about six more months, the team arranged for the rifles to be treated for termites.

However, there were more challenges to come.

After several days inventorying and packing the M1s, the team encountered its first torrential downpour. Though they were doing the work inside a warehouse, they quickly discovered the roof of the WWII-era warehouse was damaged, allowing significant rainfall to enter. Fortunately, the area where the already inventoried M1s had been positioned was spared any rain damage. The team immediately marked the locations with rain leakage and reorganized operations and storage away from these areas.

During the project, there were at least six episodes of torrential rain, but the lessons from the first event helped the team make sure there was no damage from the later storms.

In addition, the heat and humidity were oppressive. The team worked inside warehouses with no climate control or ventilation systems and very little





Photo Courtesy Joint U.S. Military Assistance Group – Philippines

lighting. Temperatures often exceeded 90 degrees, with relative humidity in the mid-80s — similar to the summer climate of the U.S. Gulf Coast.

Though each M1 weighs only about 10 pounds, handling thousands a day under extreme conditions proved taxing. With the temperatures, humidity and working conditions, frequent breaks and constant hydration were critical to success over the four months of the project.

Finally, within weeks of starting the inventory, the team learned three of the warehouses might contain asbestos. They stopped the project immediately, and an environmental specialist and the DLA project manager arrived within days to conduct testing.

They found that two of the three warehouses did have some level of asbestos contamination. The joint inventory teams continued work inside the “clean” warehouse while an asbestos remediation firm was brought aboard.

The weapons were cleaned and tested. Only when the test results came back validating the cleaning process had removed all the asbestos could the weapons then be passed to the personnel conducting the inventory.

### Mission Success

After months of planning and four additional months of execution, and despite several significant problems, the team finished the project. A ship carrying 44 shipping containers set sail in early

December and arrived in time to meet the delivery date.

In addition to ensuring these weapons were safeguarded until they arrived, the transportation solution needed to accommodate limited cargo handling at the original location. This required a carefully orchestrated “container rotation plan” that stretched over four weeks, requiring the carrier to follow a schedule for container deliveries and pickups.

The transportation plan also required the carrier to find secure storage until the designated vessel arrived to pick up the cargo.

“DLA’s close partnership with the USTRANSCOM was instrumental to ensuring the right transportation

U.S. and Armed Forces of the Philippines teammates at Camp Aguinaldo, Quezon City, Philippines, performed all inventory, packing and crating of the antique M1s and arranged their shipment back to the United States.

solution was available to meet the unique requirements of this mission,” said Craig Beatty, DLA Distribution traffic manager.

“This repatriation project was a giant task that involved close coordination with our Armed Forces of the Philippines partners,” said Army Maj. Anthony Nelson, Ground Programs chief for JUSMAG-Philippines. “Their support and assistance on this project represents the continued friendship, unwavering alliance, and shared history of our two countries.”

**DLA SAPR 24/7 HOTLINE**  
**1-800-841-0937**



— Photo by Air Force Tech. Sgt. Erik Gudmundson



— Photo by Air Force 2nd. Lt. Clay Lancaster



— Photo by Navy Petty Officer 3rd Class Kelsey Adams



— Photo by Air Force Airman 1st Class Nathan Byrnes



# FEEDING THE SPIRIT

Story by Beth Reece

**A**rmy Col. Carleton Birch was in his first year as a chaplain and on a 30-day field exercise in Hohenfels, Germany, when his supervisor pulled up to him in a Jeep and unloaded several boxes at his feet.

"You have some Jewish soldiers in your unit; here are their names. Go find them and give them these Seder kits," he was told.

Birch, a Baptist minister, didn't know anything about Seder, the Jewish ritual feast that marks the beginning of Passover. But as a military chaplain responsible for providing religious support for all troops regardless of their faith, he set out that frigid February night on a search for the soldiers. He found one of them asleep in the back of a vehicle.

"I woke him up and said, 'Here's your Seder kit for Passover.' His eyes got real big, and tears rolled down his face as he thanked me for thinking of him. I already knew it, but he reaffirmed for me that faith is a critical component of most soldiers' lives. We shouldn't neglect that," Birch said.

The Defense Logistics Agency helps chaplains meet service members'

spiritual needs by supplying over 500 religious items. Birch oversees the mission, which is handled by the Clothing and Textiles and the Subsistence supply lines at DLA Troop Support in Philadelphia.

Though Bibles were issued to troops as far back as the Civil War, DLA has been providing other religious items only since the mid-1990s. Troop Support C&T provides items ranging from communion wine to rosaries and Hanukkah candles.

## Made Just for the Military

Chaplain's kits are a hallmark of DLA's religious supply program, Birch said. Designed for use in field or combat environments without a nearby church, synagogue or mosque, the kits contain basic supplies and come in Christian, Jewish, Muslim and Eastern Orthodox varieties. Standard Christian and Eastern Orthodox kits include chalice assemblies, holy water and crosses, for example. Muslim kits have compasses and prayer rugs, and Jewish kits contain Kiddush cup assemblies and Torah scrolls.

"In the Army, you get this kit when you graduate from chaplain school. Receiving it is sort of a rite of passage into the Chaplain Corps," Birch said.

Most chaplains personalize their kits. Birch added to his things like a cassette player, battery-powered speakers and music on laminated

Navy Capt. John Shimotsu, U.S. Pacific Command Catholic chaplain, celebrates Mass at the Courtyard of Heroes during a remembrance ceremony at Joint Base Pearl Harbor-Hickam, Hawaii.

— Photo by Air Force Tech. Sgt. Heather Redman

(Inset Images) From candlelight vigils to personal prayer time and baptismal ceremonies, DLA helps the Chaplain Corps by supplying over 500 religious items.

cards. Though the kit he received over 25 years ago was heavier than today's version, he still uses parts of it.

"Chaplains are usually dressed like all the other soldiers, so it's hard to tell us apart when we perform services. In a combat zone, we use a stole that's included in our chaplain's kit to distinguish us as clergy," he said. "The last time I used mine was a few years ago in the mountains of Turkey, overlooking the Syrian border, with U.S. soldiers at Christmas."

Air Force Capt. Andrew Cohen, chaplain, stands behind a lit menorah during the eighth night of Hanukkah at Joint Base Balad, Iraq. Jewish military chaplains receive a full range of religious supplies from DLA.

The chaplain's logistics support package is another religious supply made specifically for the military. It resembles a plastic cube and can be configured into a desk or altar and even has enough storage space to transport chaplains' supplies during deployment.

The field immersion baptismal liner was also designed for military chaplains who need to perform baptisms in the field. The liner is placed in a hole in the ground, lined with sandbags to hold it in place, then filled with water.

## Coinciding Holidays

Christmas is the busiest religious holiday for many Americans, but at

DLA Troop Support the period between Ash Wednesday and Passover is the most hectic as customer account specialists closely track customer orders for simultaneous observances. The frantic season begins with orders for ashes for Ash Wednesday and continues with palms for Palm Sunday, followed by Seder kits, kosher meals and sacramental wine for Passover.

Orders for palm fronds start trickling in as early as September, and by February Chris Gaudio from Clothing and Textiles' Religious Supply Items Team starts to manually process them. He closely watches delivery from the time the palms leave the vendor's facility until they're in customers' hands to ensure they arrive fresh.

"It's live vegetation, so there are transportation and shipping challenges. You can't have the palms dry out because they've been sitting in a warehouse or truck. They have to be kept at a regulated temperature," he said.

Tracking of overseas shipments is critical to ensure palms are sent to the proper consolidation point, where packages are loaded on military aircraft because Department of Defense policy prohibits the shipment of live vegetation via commercial flights. The process eliminates potential hangups with customs officials who closely scrutinize plant imports and exports. And to prevent ashes or palms, typically shipped in small boxes or envelopes, from getting misplaced amid hundreds of packages flowing in and out of consolidation points, DLA requires the vendor to boldly mark the items.

Seder kits go through a similar process. They contain everything needed to observe the first two nights of Passover, with food items like matzo and bitter herbs, as well as ceremonial items such as an ornate plate and grape-juice box. When digital tracking information indicates Seder kits or palms have been delivered, customer account



Air Force Senior Airman Jason Epley



Courtesy Photo

Air Force Airman 1st Class Christian Ruhe and Air Force Staff Sgt. Manuel Chacon, assigned to the 817th Expeditionary Airlift Squadron guide Javed Iqbal, Peshawar International Airport ramp supervisor, as he backs a pallet of halal meals provided by DLA out of a C-17. The meals were en route to flood-damaged areas in northwest Pakistan.

## Emerging Needs

Birch and his team are working with the chief of chaplains for each military service to refine DLA's religious supply program. The goal is to eliminate items that've had no demand since the program was created 20 years ago and increase the variety of religious items provided for smaller or lesser-known faith groups. The environment of worship is ever-changing, he said, and the challenge for DLA is providing items that may only be needed by a handful of customers.

"We're going out and asking customers what exactly it is they need so we can be responsive to those needs. DLA has a tremendous capacity for providing supplies, but it's another thing to find out what the warfighter actually has a need for," Birch said.

Service chaplain chiefs have requested that DLA create a more encompassing one-stop-shop for religious supplies so chaplains and religious affairs specialists don't have to

specialists reach out to chaplains to personally verify it.

"Being delivered doesn't actually mean the chaplain has those items in his chapel, only that it's reached the destination on the address label. Sometimes the package has been received by a unit supply sergeant who doesn't have any idea where to direct items like Seder kits, and there's no interaction between that supply sergeant and the chaplain. We get the communication going," said Paul Diak, a supervisory customer relationship specialist for C&T.

At the same time, rations experts are orchestrating the production and delivery of kosher for Passover military field rations known as meals, ready to eat for Jewish troops refraining from foods such as rice, legumes and baked goods made with leavening agent, like bread and cake. Service members observing Passover receive two cases of Passover MREs, enough for three meals a day for the eight-day observance.

Like traditional MREs, the meals come in a flexible pouch and contain an entrée and side items equal to about 1,200 calories. Though kosher MREs are available year-round, the kosher for Passover version requires manufacturers to go through a

labor-intensive process of shutting down machinery so it can be cleaned according to Jewish law. Each step is observed by a rabbi who certifies meals as being kosher.

DLA also provides halal MREs, which are certified by an imam. And Birch has visited the facilities where kosher and halal MREs are produced to ensure workers are adhering to strict guidelines outlined in the contract.

"It's amazing to see the halal meals being packaged by church ladies who take great pride in ensuring both the quantity and quality of the production are maintained regardless of their faith. They get it; they know how important it is for our service members to be able to celebrate religious holidays no matter where they're stationed," he said.



Navy Seaman Brian Sloan

Sailors prepare to read from the Torah during Shavuot Service in the chapel aboard the Nimitz-class aircraft carrier USS George Washington. DLA helps ensure chaplains have the items they need so service members can practice their religious faith wherever they're stationed.



hunt for things they're unfamiliar with on the economy.

"To meet the need for those 'onesie and twosie' items, chaplains have been forced to go out there on the marketplace and fend for themselves. And in most cases, they don't even know where to get these things," Birch said. "Where do you find a Buddhist wheel or some of the Muslim supplies when it's not your faith tradition?"

DLA Troop Support and DLA Logistics Operations officials are exploring the possibility of an open marketplace pilot program in FedMall, the online ordering system customers use to buy DLA-managed goods. The concept would allow commercial vendors to sell items without having a contract with the agency, similar to the way office supplies are sold.

"We'd continue to offer supplies as we do now, and make this an additional source for our customers. It would require us to make sure the goods being sold aren't degrading to other faith groups, but it would enable chaplains and their enlisted assistants to find the stuff they need on a government platform. In my view, that's critical to enabling the free exercise of religion for our warfighters," he continued.

DLA has already made ordering easier for chaplains with the recent introduction of the chaplain's corridor on FedMall. FedMall is better for chaplains and religious affairs personnel than the previous ordering system, EMail, because it can be accessed by anyone with a government-issued Common Access Card. That's critical, since chaplains aren't familiar with military ordering systems traditionally used by supply specialists.


"Our customers aren't supply people, so we've had to take into account that they probably don't have access to some of the systems a supply officer would. That means they're not aware of the tracking tools we offer," Birch said, adding that a benefit of FedMall is the availability of tracking numbers for vendor-direct shipments.

And since many of the items offered today have remained unchanged since DLA created the religious supply program, DLA Troop Support officials are also working with the chaplain chiefs of each military service to determine whether products like chaplain's kits need an update. Potential changes include a change in the size and material used in crosses, Diak said.

"Small changes like this could potentially bring the cost down. Another thing we're talking about is the possibility of a pick-and-choose option so chaplains can decide what they want to include in their kits," he added.

While the purchase of religious supplies is minimal compared with things like repair parts and fuel, it's still important to chaplains like Army Lt. Col. Michael Crawford. He serves with the Black Sea Area Support Team, providing religious support to troops in Romania and Bulgaria. Seeing items like communion sets and vestments worn by priests, Crawford said, reminds service members of how they practiced their faith before joining the military.

"These things connect them with home and connect them with faith, which for many is what builds resilience and enables them to continue forward with the mission," he said.

Birch agrees. "Like the Seder kit I provided for that Jewish soldier in Germany, these small items show service members that their command cares about them. And that can have a positive influence about their morale and attitude toward the military." 

# A Conversation with ... Navy Rear Adm. Michelle Skubic

The commander of DLA's service provider for ground and maritime weapon systems reflects on a year at the helm.

collaboration with the military services, suppliers and other key partners. We communicate frequently with critical stakeholders to ensure our planning and daily activities match current and future operational requirements, optimize sustainment, improve readiness and lethality and enable the full range of military operations worldwide.

Of course, we wouldn't be able to accomplish any of this without the devoted men and women of our 2,500-plus workforce. Our Land and Maritime associates are the force behind \$10 million in daily purchasing, more than 500,000 contract awards annually and over \$3 billion in annual sales — all in direct support of more than 2,000 weapon systems. Our people meticulously manage more than 2 million repair parts and can supply anything from tires and batteries to electronic components and motors. They're embedded with customers all over the world and part of specialized teams providing depot-level repairable and industrial support for the Navy, Army and Marine Corps.

Our workforce is also responsible for the development, execution and support of special projects and programs. For example, we have a multifunctional

## Can you give us an overview of what DLA Land and Maritime does and how it aligns with the overall DLA mission?

DLA's six major subordinate commands supply 86 percent of the military's spare parts and almost all the consumable items America's military forces need.

DLA Land and Maritime is one of those six MSCs. Here in Columbus [Ohio] and 37 other locations around the world, we manage two of the agency's nine supply chains. They both support a variety of weapons systems across the Department of Defense, but we provide dedicated, focused support to the Navy's surface and subsurface forces and to Army and Marine Corps ground forces.

We do this by leveraging DLA's well-established global network and by building and maintaining



Charles Morris

DLA Land and Maritime Commander Navy Rear Adm. Michelle Skubic discusses the results of blunt-force-impact testing for helmets with DLA lab technician Sally Schuster during a visit to Mechanicsburg, Pennsylvania.

team that oversees a counterfeit detection and mitigation program. By identifying and removing fraudulent and substandard contractor materiel, the team directly contributes to supply-chain resiliency and security across the agency.

We also play a key role in strengthening support to the Nuclear Enterprise by managing the repair parts for our nation's most strategic assets. We recently logged more than 10 years of exceptional support to the Navy's nuclear reactor program, exceeding performance goals at every step. This is a testament to what an extraordinary team can accomplish throughout DLA.

The Land and Maritime team contributes mightily to DLA's global impact. DLA exists to ensure our nation has access to the most dependable global logistics solutions, and DLA Land and Maritime stands ready, every day, to do its part to help answer the call.

**You've just wrapped up your first year in command. What are some of the highlights, and what are your expectations for the coming year?**

Well, I can tell you we've had a great year. Our hard work garnered the 2017 Commander in Chief's Annual Award for Installation Excellence — the 10th time our installation has received this prestigious award. Its title might imply purely a focus on installation management, which our installation services team does superbly, and the additional duties the leader in my seat holds as installation commander, hosting two dozen tenant organizations and their 8,000 personnel performing various tasks onboard the Defense Supply Center Columbus. Installation excellence is certainly that, but it's more accurately a reflection of the global and enduring impact our geographically dispersed Land and Maritime team and those other Columbus-based DoD organizations have on our nation's defense. We share this recognition with all these dedicated patriots.

Looking at the big picture, 2017 saw us develop innovative, strategic solutions to challenges such as obsolescence and a shrinking supplier base in some commodities. We refined our processes and systems to reinforce the supply chains and are investing steadfastly in the professional development, resilience and cohesion of our team. In 2018, this critical work will continue.

And as we turn the page on a new calendar year, we look forward to celebrating a century of supporting our warfighters May 4.

**Recently, your two most senior executives retired. As you transition your new leadership team, what changes do you see for DLA Land and Maritime?**

Yes, we're still working through some senior leadership changes, with a goal of selecting motivated leaders who are well suited to our mission and culture.

James McLaugherty, our former deputy commander, retired last summer after 14 years in the seat, on the heels of his successful 30-year Air Force career. Admiration for him abounded, by teammates and customers alike, and we lost a wealth of corporate knowledge the day he left. His legacy of commitment continues to inspire our efforts. And as we rebuild our leadership team, the example he set and the positive culture he fostered will undoubtedly serve us well as we face future operational challenges.

Fortunately, we found a superb new deputy commander and brought Steve Alsup aboard in September. I'm very pleased he's joined our team. Coming to us after 30 years in Air Force logistics, Steve has the right experience and energy, and his fresh perspective has already inspired innovative approaches to improve our team's performance.

We're also working on filling acquisition executive position after Milt Lewis' retirement in March. Milt too was an iconic leader in the Land and Maritime front office who left a legacy of acquisition excellence. Our new acquisition executive will focus on examining and honing our procurement processes and re-evaluating training initiatives for our acquisition professionals.

As this leadership team takes form, we're engaged with DLA's increased focus on an operational plan support to the combatant commands. As the ultimate architects of any military engagement, it's imperative these commands have effective logistics support solutions. DLA-wide, we have amped up our attention here.

To that end, I often say that it's in DLA's DNA to go forward, when needed, where needed, side by side with the warfighter on the battlefield. It may be in the form of people, inventory stock positioning or



other solutions to support warfighter sustainment. But without reservation, every current and future procurement process and operational adjustment we make will be implemented with total focus on our warfighter's success.

**Can you share some important initiatives you're working on that could significantly affect the agency's current or future operations?**

A couple of our strategic efforts come to mind, all geared to improving DLA's ability to support the demands of the DoD and the military services.

We're working proactively with industry partners Raytheon, Rockwell Collins and General Dynamics, among others, to boost readiness through improved procurement strategies and processes — increasing DLA mission-support capabilities.

Our use of a performance-based logistics agreement with Raytheon has achieved efficiencies that have led to follow-on support for the Army's Patriot Missile system. Using this procurement action is helping consolidate our service spend. The effort on this critical system required close collaboration with Army Contracting Command and was spearheaded by our DLA Land detachment at Aberdeen [Maryland].

We've also established a PBL with Rockwell Collins that directly supports our Air Force maintainers at Robins Air Force Base, Georgia. By introducing and developing kitting systems that are more cost-effective and more maintenance-technician-friendly, we're moving from strictly transactional procurement to broader readiness solutions. We're confident this concept will prove itself through wider use, further improving our capabilities to support warfighters around the globe.

I don't want to omit our work with General Dynamics. [As we] target support for the Abrams tank, we're working with U.S. Army Tank Automotive Command to expand this relationship. This project will enable General Dynamics to improve its operating efficiency while maintaining a manufacturing capability if an increased production need should arise. This procurement action helps increase the DoD's response capability and mitigates pricing and obsolescence concerns.

Our renewal of the Global Tire PBL is slated for later in 2018 and will consolidate management of DoD's tire requirements, with the planned inclusion of Naval aviation tires, enable us to leverage our spend through scale of purchase and improve cost stability.

Lastly, DLA has ongoing exploratory PBL efforts. This is a results-oriented strategic approach to contracting that would have us tactically positioned to best support future fielded platforms. Exploratory PBLs allow us to develop strategies, often in advance of the need for new weapon platforms. And they let us address current or expected readiness issues.

**A few years ago, Land and Maritime established its own People and Culture Directorate. Tell us more about the directorate, its efforts and how the culture has been affected.**

DLA's earlier focus on People and Culture empowered us to create our directorate in 2015, and we've had many successes. We've recorded the highest Denison Survey results and participation rates in our history, and we continue to see improvements in our onboarding and offboarding surveys.

As the DLA director, [Army] Lt. Gen. Darrell Williams, often says, "People are our secret sauce." They're at the heart of what we do for our nation every day.

Before we created the directorate, we had multiple culture programs supported by our senior leadership, who served in roles we called culture champions. Additionally, we benefited from the active participation of project managers and very involved culture councils. We stood up the People and Culture Directorate to centrally manage our expanding culture program — which includes our DLA Pathways to Career Excellence internship, numerous change and culture initiatives and other projects and events. The impact has been phenomenal, and we'll continue to evolve and grow this focused approach to people and culture.

Mentorship programs are energetically supported here. Mentors, protégés and supervisors frequently praise our program. As our People and Culture program evolves, we're expanding the scope of our Resiliency Program, and we've created a popular People and Culture website to share news, events and programs to keep the workforce constantly engaged. We're also designing a new Social Contract Program,

expanding our College Student Intern Program and increasing opportunities for supervisors to take leadership development training.

Several of our programs have garnered agencywide attention, and we were recognized for achieving the highest on-time rates among large DLA organizations for earning Defense Acquisition Workforce Improvement Act professional certifications.

The positive atmosphere the People and Culture Directorate creates for our workforce is truly inspiring. We're definitely better at our mission of serving the warfighter because of our commitment to our cultural efforts. The two go hand in hand. And because we know culture is crucial to our success, we'll stay on course to improve opportunities for our workforce and sharpening our organization's competitive edge.

**Whole-of-Government is of key interest in today's climate. How do Land and Maritime's operations fit into DLA's support for non-DoD agencies? What are the most relevant capabilities we can offer?**

As we continue to focus intently on our primary mission of logistics support to the U.S. military and allied armed forces, we'll look for ways our team may be uniquely qualified to support DLA's expanding Whole of Government mission.

For example, DLA recently provided assistance in response to Hurricanes Harvey, Irma and Maria, as part of the Federal Emergency Management Agency's support to the Defense Support to Civil Authorities mission.

Much of DLA's contribution came from DLA Troop Support, in the form of items like prepackaged meals, tarps, generators and emergency care items.

Here at DLA Land and Maritime, we supported FEMA's Mass Care Items requirement with batteries and water purification supplies, two areas of our expertise.

We also deployed personnel as part of the DLA Rapid Deployment Teams supporting Hurricanes Harvey and Maria, to help expedite delivery of critical items. Their participation was part of a combined DLA effort to deploy personnel to supplement local first responders.

I mentioned the intrinsic drive by DLA's workforce to directly support warfighter missions. Today this commitment may present itself in a contingency or crisis as we expand our support to the whole of government. The greatest proof is the large number of DLA volunteers who raised their hands when we needed rapid deployers to support hurricane relief last year. I'm proud to say that spirit of support is ever-present in the fine patriots on our Land and Maritime team and across the DLA enterprise.

**Your career spans conflicts from Desert Shield to Enduring Freedom. What piece of advice would you give junior supply officers just starting out in their careers?**

First of all, embrace the journey. Relationships with those serving alongside us and our shared experiences through the years are the golden nuggets in our careers. Cherish them.


While you must find the path that's right for you, realize that many have gone before you. You don't always have to be a trailblazer, and you can often benefit from following the trails blazed by others. Trust that you'll know a good trail when you see one. Know when to follow and when to lead.

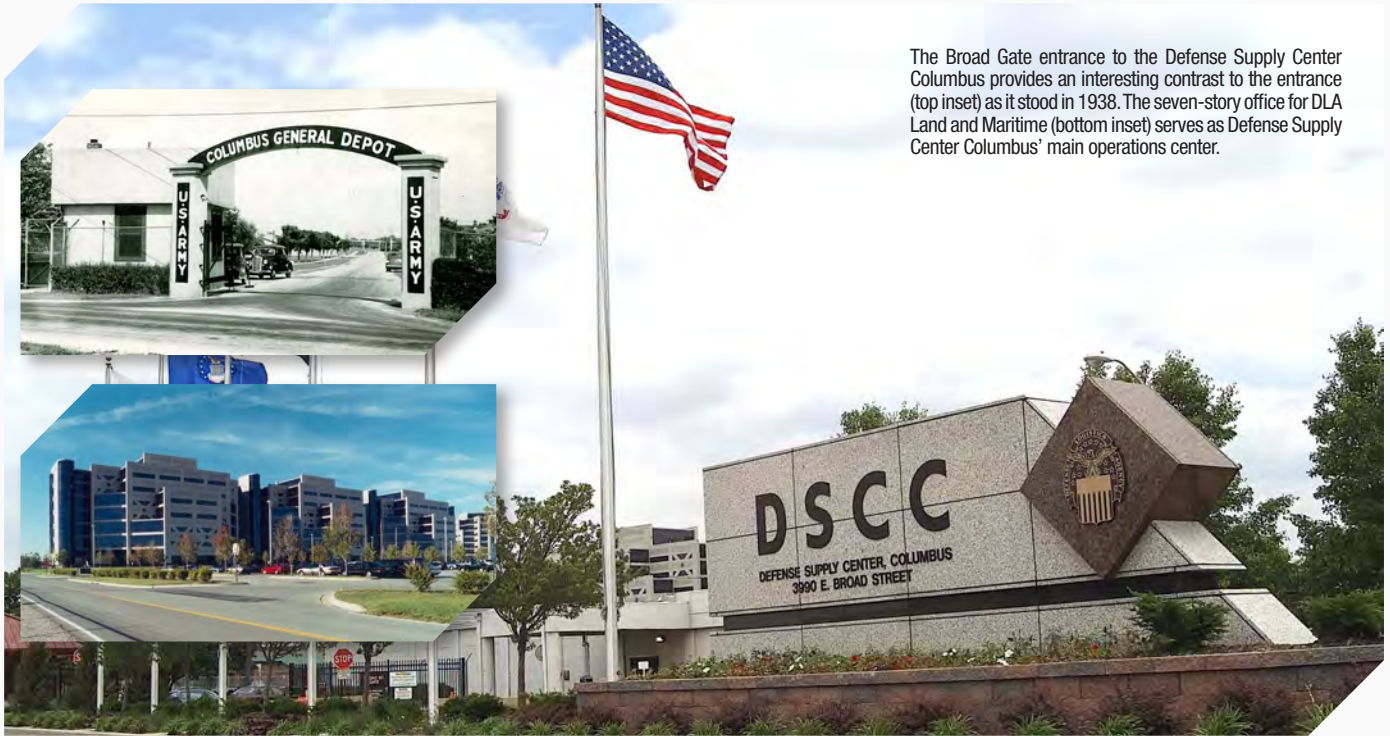
Don't be afraid to challenge yourself, because you can't possibly know what you can accomplish until you do. Sometimes that means comfort with discomfort, as they say, because you won't have all the answers. Just remember you have a network that's strong and trusted and stands ready to help you with your greatest challenges.

Never pass up the opportunity to make a difference; they're presented to us every day. Find the value in each moment; keep your perspective and a positive attitude.

When things go wrong, ask yourself what you can learn from the experience. In addition, can you help others by sharing?

See the future for yourself, and dare to tell others what your vision is. Many will step up to help you achieve your aspirations.

Be passionate, patient and persistent. And again, embrace the exciting journey that lies ahead. 



The Broad Gate entrance to the Defense Supply Center Columbus provides an interesting contrast to the entrance (top inset) as it stood in 1938. The seven-story office for DLA Land and Maritime (bottom inset) serves as Defense Supply Center Columbus' main operations center.

## DEFENSE SUPPLY CENTER COLUMBUS

# 100 YEARS OF WARFIGHTER SUPPORT

Compiled by Craig Rader  
DLA Land and Maritime Public Affairs  
Photos Courtesy DLA Land and Maritime

**F**or 100 years, a small military post in central Ohio has played a major role supporting U.S. servicemen and women around the world. On May 4, the Defense Supply Center Columbus — home to Defense Logistics Agency Land and Maritime — celebrates its centennial and recognizes a century of warfighter support from thousands of military and civilian personnel over the decades.

In 1917, the site was a combination of undeveloped swamps and tracts of

farmland 5 miles east of downtown Columbus — a considerable distance at the time. But its location was an asset. Ohio's capital city was within 500 miles of most of the nation's manufacturing centers, where military supplies and equipment were produced.

The city itself had become a major Midwestern rail hub and a military center during the Civil War and into the 1900s. During the Mexican border conflicts in 1916, the Columbus Barracks, built in 1905, was one of five posts that supplied the Army through the Jeffersonville Quartermaster Depot in Indiana.

In the early 1900s, Columbus boasted one of the greatest

concentrations of rail and highway networks in the central United States, with the potential for faster shipping. Not only did Columbus afford immediate access to three important rail lines, but its moderate climate and a high-quality labor market made it even more advantageous to a logistics mission.

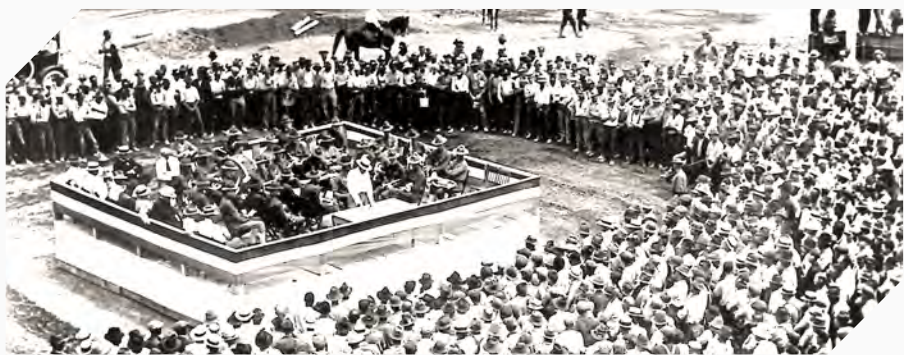
Although World War I for Europe began in August 1914, the United States didn't enter the "Great War" until April 1917. By early 1918, America's war production had reached a critical point. There were suddenly 28 different types of Army quartermaster units. Specialized units needed to be deployed for the first time as transportation lines to ports of

embarkation for troops and materials became filled to capacity.

To relieve the pressure, the War Department appropriated funds to purchase 281 acres about 5 miles east of Columbus and to build a military installation supporting the Allied Expeditionary Forces. Columbus would become part of a complex and extensive depot system to handle millions of tons of supplies for more than 4 million troops. Half those troops were with the American Expeditionary Forces in France.

Following its May 4, 1918, dedication, workers immediately began building warehouses to hold goods and equipment. Meanwhile, administrative and hiring offices were set up in downtown Columbus at Fourth and Long streets. An Aug. 1, 1918, newspaper article reported that "1,000 more workers were needed immediately at the government's military depot on East Fifth Street." At that time, more than 3,000 men and women were already on the job, with about 2,500 of those working 10-hour shifts daily.

Three months later, six warehouses, each more than 1,500 feet long and 181 feet wide, were receiving materiel for storage. In its first 155 days, eight



The May 4, 1918, dedication of the Columbus Quartermaster Reserve Depot. More than 3,000 workers built six buildings and a barracks in the first three months. Eventually the facility held nearly 800,000 square feet of warehouse space for World War I supplies.

warehouses provided more than 1.5 million square feet of storage space for a war effort that created unprecedented logistical problems.

The Army site was named the Columbus Quartermaster Reserve Depot; its mission to route materiel for shipment overseas. The first delivery to arrive was reportedly a shipment of canned pork and beans. The depot primarily handled military food throughout WWI.

In the years to follow, the facility developed into one of the largest and busiest installations of its type in the world in supporting the Quartermaster Corps' demanding mission: to feed, clothe and equip the military.

Additionally, it furnished many vehicles, operated laundries, conducted schools for more than 70 trades and procured the Army's horses and mules. It also handled repairs, salvaged materials, buried deceased soldiers and supervised Army and national cemeteries. Many of these tasks were performed at the Columbus Depot, where as many as 7,500 military and civilian personnel worked at the height of WWI.

By the end of the First World War, the depot had expanded until there were 25 warehouses — 17 of which were transportable. After the

Armada Ruffner, director of Columbus Quartermaster Depot's spiderweb production shop, coaxes a black widow from its jar. Huffner harvested silk from the deadly spiders for use in gun sights and compasses.

war, many of these were dismantled and sent elsewhere.

During the 1920s, the depot's mission was to recondition war materiel for resale. In 1930, it was renamed the Columbus General Depot, and shortly thereafter became the District Headquarters for the Civilian Conservation Corps for Ohio and West Virginia.

In August 1942, the quartermaster general assumed responsibility of the General Depot Branch, Service of Supply, and the depot became known officially as the Columbus Quartermaster Depot, jointly occupied by all the military services.

Even in the early days of World War II, the Columbus General Depot had begun to play a key role in the Army's supply system. In December 1942, the government purchased an additional 295 acres, expanding the depot to 576 acres, as storage space grew to almost 13.5 million square feet in 41 warehouses, 64 supplementary structures and open storage areas.

The vast network of warehouses stored supplies for what were then the seven primary supply services: chemical, engineer, medical, ordnance, signal, transportation and quartermaster. Meanwhile, the depot had grown to become the second largest employer in Franklin County.

In March 1943, the name was changed to Columbus Army Service Forces Depot, and the installation became the largest joint military supply



installation in the world in tonnage handling capability. It employed more than 10,000 civilians and played a large part in the war effort.

Near the end of WWII, the installation took on a new role. About 400 German prisoners of war, ranging in age from 22 to 52, arrived at the depot Jan. 22, 1945. By spring, their number rose to 500. Guarded by a staff of 58 men, mostly former military, the POWs did work compatible with the Geneva Conventions rules and received 84 cents per day. They remained on-site for 11 months before departing for Camp Perry, Ohio, in January 1946, on their way home to Germany.

The Log of Columbus, the installation's newspaper at the time, reminded employees to clean up after themselves, because "Prisoners of War cannot continue their Saturday cleanup duties much longer for soon they will be cleaning up the rubble of Germany."

On Jan. 1, 1963, the installation was assigned to the Defense Supply Agency (now the Defense Logistics Agency) and combined with the Defense Construction Supply Center on an adjoining property.

In 1996, the Defense Electronics Supply Center in Dayton, Ohio, was closed due to Base Realignment and Closure Commission recommendations. The workload and workforce of DESC merged with DCSC to become the Defense Supply Center Columbus. That same year saw the opening of a new seven-story granite



Warehouse 1 stored supplies and served as the installation's first headquarters in 1918.

building that remains the central operations center for DLA Land and Maritime.


Through the years, the installation saw many hundreds of thousands of workers pass through its gates. The post's function to supply parts and equipment made up the mission, but it was the people who gave the installation its character.

One manager with a unique responsibility was Armada Ruffner. She supervised a workforce of hundreds of silk production specialists in 1943. Ruffner's job was unlike any other in support of the WWII war effort; she oversaw the office where staff extracted silk from black widow spiders for repair technicians to use in gun-sight crosshairs and compasses. Until improvements in synthetic fiber made it obsolete, the shop for harvesting silk from black widows in Columbus was the only one of its kind in the Quartermaster Corps.

In July 2014, Stephen F. Byus, a supervisory supply specialist with DLA Land and Maritime, deployed to Afghanistan to help the Afghan military improve its maintenance and supply systems. On Sept. 16, his two-vehicle

convoy was attacked. Byus became the first DLA civilian killed during Operation Enduring Freedom. One of the installation's original buildings was renovated into a community center and named in his honor.

Today, DSCC remains a vital logistics center, providing weapons system and platform support to U.S. forces and other federal agencies across the globe. DLA Land and Maritime manages more than 2 million unique inventory parts to support several thousand multiservice weapons systems and the warfighters who rely on them. The installation also hosts Defense Finance and Accounting Service Columbus, National Guard and Reserve units and a military recruiting headquarters.

For the 8,000 military and civilian employees who work at DSCC, the long legacy of warfighter support is one forged in consistent dedication to service — one that has remained steadfast for 100 years. 

*Editor's Note —  
Tony D'Elia, former historian for DLA Land and Maritime, contributed to this article.*

## A CENTURY OF NAMES FOR DEFENSE SUPPLY CENTER COLUMBUS

100 Years – 14 Names



# DLA NewsWire

## SCHOOL CHILDREN, WARFIGHTERS HELP EACH OTHER THROUGH DLA FOOD-ACQUISITION PARTNERSHIP

A partnership between the Department of Agriculture and the Department of Defense is enabling the warfighter and school districts to spend money more efficiently while providing nutritious foods.

The USDA DoD Fresh Fruit and Vegetable Program, which is managed by Defense Logistics Agency Troop Support, leverages whole-of-government buying power.

While some military installations are clustered together, forming large military communities, the vast majority of bases are spread out across the country as small stand-alone installations. The relatively small buying power of a stand-alone base makes it difficult to secure favorable contracts with fresh fruit and vegetable vendors.

Many school nutrition programs face similar constraints.

But by combining the demand of the school districts with that of military dining facilities in the same contract zone, DLA Troop Support acquisition professionals in the Subsistence supply chain are able to negotiate contracts with vendors that provide greater access to fresh, locally grown, reasonably priced fruit and vegetables.

"Instead of buying 50 cases of fruit for the dining facility each week, we are buying hundreds of cases of the same fruit for the school cafeterias in the contract zone," said Pat Scott, the division chief of garrison feeding for the Subsistence supply chain.

And the program continues to grow.

When it started in 1994, the program tallied \$3.2 million of fresh produce acquisitions. That number quickly grew to \$50 million, where it was capped by legislation for several years. Once the cap was lifted, produce acquisitions surged.

"This year we hope to reach annual sales of \$280 million," Scott said. "That's a lot of lettuce!"

The Sayre School District in Northeast Pennsylvania is contributing to the surge.

"We love the DoD fruit and vegetable program," said Alice Bennett, the director of nutrition services for Sayre schools. "While we appreciate all the government commodities we are offered, the DoD items are those items we really choose to focus on in our lunch program."

— *Shawn J. Jones, DLA Troop Support*  
*More Online: [go.usa.gov/xQY78](http://go.usa.gov/xQY78)*



Courtesy Photo

## PORT HUENEME'S TEAM SUPPORTS ANNUAL ANTARCTIC RESUPPLY MISSION

Each year, the Preservation, Packaging, Packing and Marking team at Defense Logistics Agency Distribution San Diego, California, at Port Hueneme supports Operation Deep Freeze, the National Science Foundation's Antarctic research mission at McMurdo Station, Antarctica, the logistics hub for NSF's research mission. Due to the area's harsh climate, the resupply occurs in January — summertime on the continent — when the ice is at its thinnest.

The Office of Polar Programs manages and initiates NSF funding for basic research and its operational support in the Arctic and Antarctic. Additionally, the NSF supports scientific research and oversees the cooperative efforts of civilian contractors, the military and several federal agencies by coordinating scientific research and related logistical support in Antarctica and the Southern Ocean.

During this year's mission, Distribution personnel packaged more than more than 450 containers of construction and packing material, frozen and dry foods, repair parts and lumber. The cargo was loaded onboard the Military Sealift Command-chartered vessel, the Polar Star; and departed Port Hueneme shortly before the first of the year.

When the Polar Star returns to Port Hueneme, the haul will include a year's worth of scientific data and ice core samples that will assist the NSF's continued study of the Antarctic.

— *Brianne M. Bender*  
*DLA Distribution Public Affairs*  
*More Online: [go.usa.gov/xQYwJ](http://go.usa.gov/xQYwJ)*

## DLA R&D BOOSTS PERFORMANCE, SAFETY FOR BATTERIES POWERING WEAPONS SYSTEMS

Battery systems that power some of the military's key weapons systems are being updated with new technology as a result of Defense Logistics Agency partnerships with Army industrial sites and battery manufacturers.

Recent work led by DLA's Battery Network research and development program includes the development of a new lithium ion-based power system for the TOW 2 anti-tank missile system and new lead-acid batteries used on armored vehicles such as the Bradley Fighting Vehicle.

The current "flooded" lead-acid batteries, in the 4HN and 2HN configurations, still require users to deal with the messy and potentially dangerous task of opening the cells and refilling them with acid. These batteries were commonly used in the '50s and '60s to keep cars running but have been replaced with safer, more powerful alternatives, said Matt Hutchens, an industrial engineer who leads the BATTNET Program.

"Industry got away from what's called a liquid electrolyte and moved to a gel or glass-like material that's solid. It actually lengthens the life of the battery and takes away the hazardous issues of dealing with acid. They also charge quicker, hold the charge longer and have fewer issues in terms of disposal," he said.

The Army's Tank-automotive and Armaments Command sought DLA's input in 2017 on whether the 4HN and 2HN batteries could be replaced with ones made with new absorbent glass material.

"Part of the problem was, we couldn't find any of the big producers of lead-acid batteries that wanted to fool with these military-unique batteries that DLA buys only 1,000-2,000 of a year," Hutchens said.

— Beth Reece

More Online: [go.usa.gov/xQxU8](http://go.usa.gov/xQxU8)



## SAGAMI EMPLOYEES PITCH IN TO PROTECT ENVIRONMENT

Defense Logistics Agency employees in Japan helped U.S. Forces Japan staff think "green" in a quarterly environmental meeting March 7-8.

The participation by DLA Disposition Services Environmental Branch staff at the Sagami site informed USFJ staffers in their discussions with officials from the Japanese Ministries of Environment and Defense and the U.S. Environmental Protection Agency. The DLA Sagami personnel were able to review conservation programs and surveys, along with U.S. installation programs funded by Japan.

Sagami personnel also presented an update on the 833,000 pounds of perfluorooctanesulfonic acid, or "PFOS" they have disposed of to date. Norma C. Quitugua,

Environmental Branch chief at Sagami, said PFOS disposal for Japan (including Okinawa) started in fiscal 2017 using incineration, because PFOS disposal in landfills is not allowed under by Japanese regulation.

Quitugua called the sessions a win-win engagement, noting that "what the other services learn could be used to piggyback ideas onto their programs."

She said DLA Disposition Services' working knowledge of Japan's environmental rules and regulations means DLA is looked on as the last check to ensure the armed services are compliant in their disposal of hazardous materials in Japan.

— Tim Hoyle, DLA Disposition Services

More Online: [go.usa.gov/xQgTC](http://go.usa.gov/xQgTC)



Document Services employees cutting out targets with the large paper cutter at Rock Island Arsenal.

# MORE THAN MEMOS

MAPS, TARGETS  
AND MASSIVE  
POSTERS ARE  
AMONG THE MANY  
PRODUCTS OFFERED  
BY DOCUMENT  
SERVICES

Story by Amber McSherry  
Photos Courtesy Document Services

**D**efense Logistics Agency's Document Services manages far more than just documents or printing. Maps, firearm targets, banners and even signs at the White House — they're all part of the mission for this unit of DLA Information Operations.

Document Services serves as the DoD's print manager, printing and shipping products to customers around the globe.

## Manual Labor

To make sure airmen have the latest versions of the manuals they use to

maintain equipment and systems, the Air Force relies on Document Services to issue hardcopy technical orders. Airmen at Air Force Materiel Command use the Technical Order Distribute and Print Gateway to load the latest technical orders, so Document Services employees can print them at the facility nearest where the order is needed before shipping them.

The joint Air Force/DLA system "allows the delivery of critical content, to include safety-of-air requirements to the Air Force, along with supporting foreign military sales," said Daral Valtinson, program manager for the system.

Document Services also uses the same system to print updated Navy maintenance, reference and training manuals for Document Services employees to pull and print when sailors need them. The manuals can be on a variety of storage media, depending on what the customer needs.

## Maps, On Target

Some customers, such as DLA Aviation and the National Geospatial-Intelligence Agency, require maps in multiple sizes and types, including topographic, maritime and aeronautical maps. Document Services meets that need by producing maps on demand at four facilities.

The maps-on-demand capability means customers receive the most current editions — essential for warfighters and rescue workers. Space is a big advantage Document Services offers; 140 million warehouse line items have been removed since the maps-on-demand program started.

Maps have been printed to support the Pan Am Games and Ebola relief. To aid in evacuation and recovery after Hurricanes Harvey, Irma and Maria, Document Services produced over 16,000 maps.

Document Services also produces a range of targets for the armed services, for everything from training exercises to



weapons qualification. Targets range in size from standard office paper to over 6 square feet. There are targets for specific weapons systems, including small arms, heavy artillery and long-range rifles. There are also aerial targets towed behind boats.

## Checks and Balances

Business cards, banners, posters and signs are all in a day's work for the folks at Document Services, who print on everything from vinyl to polyester house wrap to large sections of construction material of up to 400 square feet.

Document Services can transform almost any idea into reality — like the large blank check it created for the Oklahoma Air National Guard. The check is signed by Uncle Sam and is erasable, so it can be used repeatedly in photos with new recruits. The customer plans to use the photos taken with the check as part of a social media campaign to help recruitment.

"People always seem to have a big smile when they see the check and the amount of money they have coming to them in overall compensation and benefits as a member of the Air National Guard," said Chief Master Sgt. Chad Pearce, recruiting and retention superintendent for the unit.

## Talent on Display

Civilians can see Document Services' work as well. At the Fort Huachuca Museum in Arizona; at the U.S. Naval Undersea Museum in Keyport, Washington, or the Puget Sound Navy Museum in nearby Bremerton; or at the Army Corps of Engineers Lake Sonoma (California) Visitor Center, visitors can see some of Document Services' displays: panels with photographs and information, and "wall action" vinyl displays applied directly to a wall.

Graphic artists spend great time and effort setting up, producing and finishing their work, said Kathy Kruczek, graphic artist at the Travis Air Force Base Document Services.



Kevin Hogan, DMS employee at the Tinker Air Force Base facility, displays the check created for the Oklahoma Air National Guard's recruitment campaign.

"It's all worth it when we see the finished product displayed in its environment and hear the satisfaction from our customers," she said. "We get the satisfaction that we are supporting the warfighter and that our work is on display."

Document Services also creates decals for vehicles and aircraft, using special processes depending on where the decal will be placed. The employees know the complexities of these items, so the customer doesn't have to.

## Automatic for the People

While many of these items are best in physical form, Document Services also helps customers recognize where they can ditch the paper and go digital.

Document Services provides scanning services to eliminate boxes and drawers full of paper. Document Services employees carefully scan paper files and either place the digital files in a repository for search and retrieval or provide the files on other media. Many customers are looking to provide secure, global, anytime access to traditionally stovepiped information.

That's not where it ends, though. Document Services can help automate customers' work using technology that streamlines manual tasks, especially in the review and approval processes every organization deals with.

Aaron Ford, Document Services employee in the Norfolk mapping facility, holds up a freshly printed map.

Document Services provides Electronic Content Management that starts with a detailed requirements analysis on customers' processes to determine workflows that can be created electronically. This helps avoid multiple file versions and allows the process to flow smoothly by alerting users when they need to review or approve something.

Some customers simply want to do more with the information available to them. Take the Army's Tank Automotive Research, Development and Engineering Center, part of the Army Materiel Command.





Monochromatic specialty printing gives the Marine Corps Eagle, Globe and Anchor on this plastic card a gold pearl effect.

"TARDEC realizes that integrating separate data sets and applying some tools to run analytics, for example, will offer new insight to research and development that will provide the warfighter better tools to perform their missions," said Joe Fagan, director of Electronic Data and Content Management Solutions.

### For the Record

The biggest benefit of ECM services is that it's compliant with records-management regulations — a big deal

in the world of audit. Team TARDEC implemented records management from the beginning of its project with Document Services. Its records manager worked with Document Services to migrate the organization's content and files into an approved, compliant file plan.

Document Services introduced the Document Automation and Content Services – Records Management solution in 2015, to organize and manage electronic records. DACS-RM provides a user interface for DLA's financial processes that routes and stores evidentiary matter on

the schedule required by regulation. DLA continues to transition customer data and applications into DACS-RM.

As DoD moves through the audit process, these services are key to maintaining audit readiness.

### Office Device Management

Document Services helps customers with office printing by providing a range of equipment, including devices that print, copy, scan and fax, at a fixed monthly price. This includes an assessment of the optimal number of devices needed based on usage, network requirements and needed features.

The Navy knows the value of this service and has issued policy establishing Document Services as the single provider of office document devices enterprisewide. To date, the Navy has saved an estimated \$94.2 million and reduced its devices by 49 percent through Document Services, with over 965 assessments completed.

Other customers include DLA and the Coast Guard, said Terra Nguyen, Equipment Management Solutions division director.

"We've had great success in reducing the number of devices our customers need and saving them



## Document Services Creates Mural for Master-at-Arms School

money in the process," she said. "The savings continue year after year."

Document Services hopes to earn the "best in class" designation from the Office of Management and Budget by fiscal 2019. This would make the program a governmentwide preferred solution for all federal agencies, to save costs. It would likely more than triple the program's revenue over the next four years, from \$100 million currently to a projected \$365 million.

### A Click or Call Away

Document Services Production Operations employees are customer-driven and provide many services to help promote, organize, maintain or even produce data more efficiently. Customers can place print orders at [www.dso.documentservices.dla.mil](http://www.dso.documentservices.dla.mil) or through their local customer relations specialists. Call the Customer Support Center at 1-866-736-7010 to find a local CRS and get information on the other services. 📞

(Below) The photo collage is over 7 feet tall and almost 40 feet long, printed on 12 panels of wall-action vinyl — the same material used to create large, wall-mounted cutouts of athletes.

— Photo Courtesy Document Services

**T**hanks to the skill of DLA Information Operations employees, the personnel at a Navy training school can now say they're literally a part of their institution.

The Document Services team at Travis Air Force Base, California, created a mural made of the photos of 100 staff members for the Navy Technical Training Center Lackland's Master-at-Arms "A" School in San Antonio. The finished product was installed in February.

The mural, a black-and-white photo collage, is over 7 feet tall and almost 40 feet long. To make installation easier, the Travis team printed the mural in 12 panels of wall-action vinyl — the same material used to create large, wall-mounted cutouts of athletes.

Kathy Kruczek, graphic designer on the Travis team, cropped and edited the photos and arranged them so they would easily blend but still showcase each person as an integral part of the school. The finished file took about six hours to print.

"The technical skill to compose these pictures in the proper format, lay out the design and print the large images is exactly why Document Services exists. I'm proud to be a part of an organization that can directly support the warfighter in ways that make people say, 'Wow!'," said Nick Janik, Print Facilities director for the group.

The school trains more than 28,000 students every year to be masters-at-arms, who help maintain order with law enforcement and security on Navy ships and commands.

Sara Horvath, the school's public affairs officer and the person who came up with the idea, said that even though the task was "a tall order," the team's work was "just wonderful."

The Document Services employees at Travis are no strangers to large projects like this. They're equipped with wide-format printers and materials for creating anything from decals to banners and museum displays. And yes, even murals.

— Amber McSherry



ance, Courtesy, And performance, I seek no favor because of my position, I perform my duties in a firm, courteous and impartial manner, I strive to merit the respect of my shipmates, And all with whom I come in

I AM

DLA



**My name is:**

*Rhonda Blum*

**I am:**

*A product specialist on the Aircraft Launch and Recovery Equipment Team at DLA Land and Maritime, Columbus, Ohio. My team manages the equipment that launches each aircraft from an aircraft carrier, guides it back to the ship or expeditionary airfield and recovers the aircraft safely.*

**Describe your job in a sentence:**

*I evaluate technical data to make sure DLA procures the right critical items for launching and recovering military aircraft from ships.*

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

*I've worked at DLA since 2006 after serving in the Navy as an aviation ordnanceman.*

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

*I love that I work on items used on the ship my husband was stationed on twice before he retired from the Navy.*

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

*We recently created a tool to collect information to predict long lead times and delays in manufacturing. Our team also developed a questionnaire for contractors, to ensure they review all data before submitting bids. This reminds them of the complexity of item requirements and helps them produce accurate quotes.*

**How do you make a difference?**

*I serve the warfighter by making sure the critical requirements of these items are met. The warfighter depends on me and my whole team to deliver. I'm sincerely proud to be part of it.*



Rhonda Blum