

DEFENSE LOGISTICS AGENCY

LOGLINES

The Right Solution — On Time, Every Time

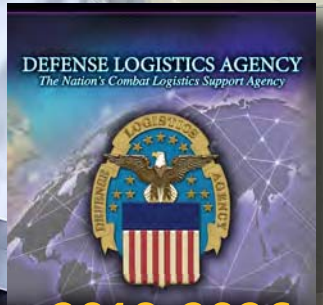
January / February 2018



DOD COMPUTERS FOR LEARNING PROGRAM

Keyboards FOR CLASSROOMS

Providing Computers to Local Schools Through the DoD Computers for Learning Program



DLA Strategic Plan 2018-2026

To Serve the Warfighter and Our Nation

Small Business, Big Impact

Buying warfighters' supplies from smaller companies boosts DLA's industrial base and the U.S. economy

Providers in the Storms

Providing Support to Federal, State and Local Agencies Assisting Victims of the Fall 2017 Hurricanes



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

LOGLINES

THE OFFICIAL FLAGSHIP PUBLICATION OF THE
DEFENSE LOGISTICS AGENCY

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From the Director

I am excited to share our new DLA Strategic Plan 2018-2026 with the readers of Loglines magazine. I believe this plan provides the clarity of direction we need to operate effectively in today's environment, while providing a roadmap to a brilliant future.

Development of our strategic plan was very much a team effort, and I'd like to thank everyone involved. My deputy, Ted Case, senior leaders from our major subordinate commands and our staff provided valuable input. I'd also like to recognize the DLA Transformation and Public Affairs teams for their contributions, as well as the Strategic Plan Working Group.

We even created two focus groups, called Red Teams, whose members provided great feedback. One of those teams consisted of junior employees from across the Agency with 5-10 years in the workforce. We believe the Strategic Plan needs to resonate with every person in DLA, especially the folks who represent the future of our agency.

As you'll see, the plan has five lines of effort, with Warfighter First remaining DLA's No. 1 priority. The mission of this agency is and always will be about doing everything possible to strengthen the readiness and lethality of our military.

You'll see bigger shifts of emphasis in areas like Whole of Government, a priority we elevated due to the extraordinary growth in our support to other federal agencies. We also created the Global Posture line of effort, because we're improving our ability to deploy on very short notice, to support contingency operations anywhere in the world.

Touching all our lines of effort is the key part of our strategic plan — People and Culture. Nothing gets done without our dedicated people; they are at the heart of everything we do. That's why you should also become familiar with our very detailed companion People and Culture Plan.

Speaking of people, in this issue we introduce you to DLA team members involved in implementing key aspects of our strategic plan. In the fall, our agency and our people were put to an incredible test, responding to three back-to-back hurricanes in the mainland United States and Puerto Rico. You'll read about DLA's support to federal agencies, local law enforcement and the military services as our employees supported relief efforts following these disasters.

You will also read about our DLA Disposition Services employees administering a program that provides excess military computers and information technology equipment to schools, and our folks working to strengthen DLA's partnerships with small businesses.

Looking ahead, I want to thank you for your full support as we execute the DLA Strategic Plan. We have a great strategy and the phenomenal workforce needed to propel our agency forward into a brilliant future. Together, as one team, we will leave no doubt that DLA will remain the nation's combat logistics support agency — focused on the Warfighter First.

Happy reading! 



DLA ON THE WEB



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DLA provided crucial support to the Federal Emergency Management Agency, the Coast Guard, National Guard units, local law enforcement and the military services as they helped victims of the Fall 2017 hurricanes.



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I am DLA Back Cover

Rhonda Christie



The DLA Strategic Plan 2018-2026 and the DLA People and Culture Plan are now available online at www.dla.mil

KEYBOARDS



District Technology Supervisor Ryan Stockton of Ohio's Minford Local School District shakes the hand of DLA Disposition Services Property Disposal Specialist Cindy Anderson as he prepares to load up 1,300 excess laptops that no longer met DoD security requirements. The lot, originally valued at \$800,000, allowed his district to have a dedicated device for every student.

— Photo Courtesy of Minford Local School District

FOR CLASSROOMS

PROVIDING COMPUTERS TO LOCAL SCHOOLS THROUGH THE DOD COMPUTERS FOR LEARNING PROGRAM

Story by Jake Joy, DLA Disposition Services Public Affairs

St. Kevin School in Warwick, Rhode Island, serves about 250 pupils from pre-kindergarten through eighth grade. In November 2017, its students and staff dedicated an academic learning lab outfitted with new laptops, docking stations and keyboards, and upgraded their classroom computers.

The dedication of a computer lab at a primary school, on its own, is not particularly attention-grabbing. What is notable about St. Kevin School is that it snagged 50 unopened laptops and peripheral hardware from nearby Quonset Air National Guard Base — for free.

The DoD Computers For Learning program, created by executive order in 1996, allows the Defense Logistics Agency's property disposal professionals to authorize and coordinate the donation of used and excess Department of Defense commercial technology to educational institutions like St. Kevin. The 321 schools currently enrolled pay nothing but the cost of transportation and possibly refurbishment, and taxpayers get extended use from computers that may no longer meet DoD's always-evolving security and software requirements.

From Guam to South Carolina; from tiny, 65-student Cascade High School in Montana to 2,500-student Tampa Bay Technical High School in Florida; private, public, parochial schools and educational nonprofits serving K-12 students all have the opportunity to take advantage of technology the U.S. military can no longer use. Participants received more

than \$16 million in computers and related equipment through the program in the past three fiscal years.

Like many participating institutions, St. Kevin School's CFL awareness came about through word of mouth. Air Force Maj. Charlene Marshall, commander of Quonset's 143rd Communications Flight, reached out to the Rev. Robert Marciano, a retired military chaplain who pastors at St. Kevin. Marshall introduced him to the concept and recommended the school try to acquire some of the 150 excess computers that would soon be turned over to DLA Disposition Services.

St. Kevin's Paula Reynolds pursued the opportunity and reached out to DLA's Computers for Learning manager Jose Agüero to determine the steps to

apply for the excess equipment.

"[Agüero] was our main point of contact, and he is a great representative of Disposition Services, and by extension, CFL," Reynolds said. "He explained the application process, provided step-by-step instructions, and emailed complementary documentation and links. He was easy to contact by both email and phone, and his responses to our requests for help or information were always thorough and timely. Once we received approval, he not only helped us navigate the system, but he also anticipated what our next obstacles would be — especially once we began searching for equipment and building wish lists."

Marciano is grateful for the program.



Cathy Conrady, Drummond Public Schools

Elementary students in Drummond, Oklahoma, work in their new computer lab. Their district acquired 114 desktop units from Vance Air Force Base via DLA. Older students installed operating systems, drivers, software and network switches to prepare the machines for reuse.

"I have always known firsthand the goodness of our military and our personnel, given my 36 years of service as an Air Force chaplain," he said. "But I was even more delighted to share that reality with our school children, faculty and staff when announcing the gift of these computers to our school," he said.

"Our prayers and gratitude to all who made this gift a reality for our children."

While military units can specify local or regional schools to receive their used or excess equipment, the schools must wait until the end of a standard 14-day property screening cycle to secure those items. During those 14 days, military units, DoD contractors and customers from a handful of special categories can also requisition the items. But whatever remains available at the end of those two weeks, the schools may take.

"The laptop computers given to St. Kevin School have been a true blessing," said Principal David Irving. "The teachers are able to use this lab in a variety of ways. Whether it is a student typing a science lab report or a student practicing his or her multiplication facts, these computers are put to good use every day."



Tommy Gentry, of Georgia's Irwin School District, loads 45 desktop computers donated from Moody Air Force Base with DLA's help.

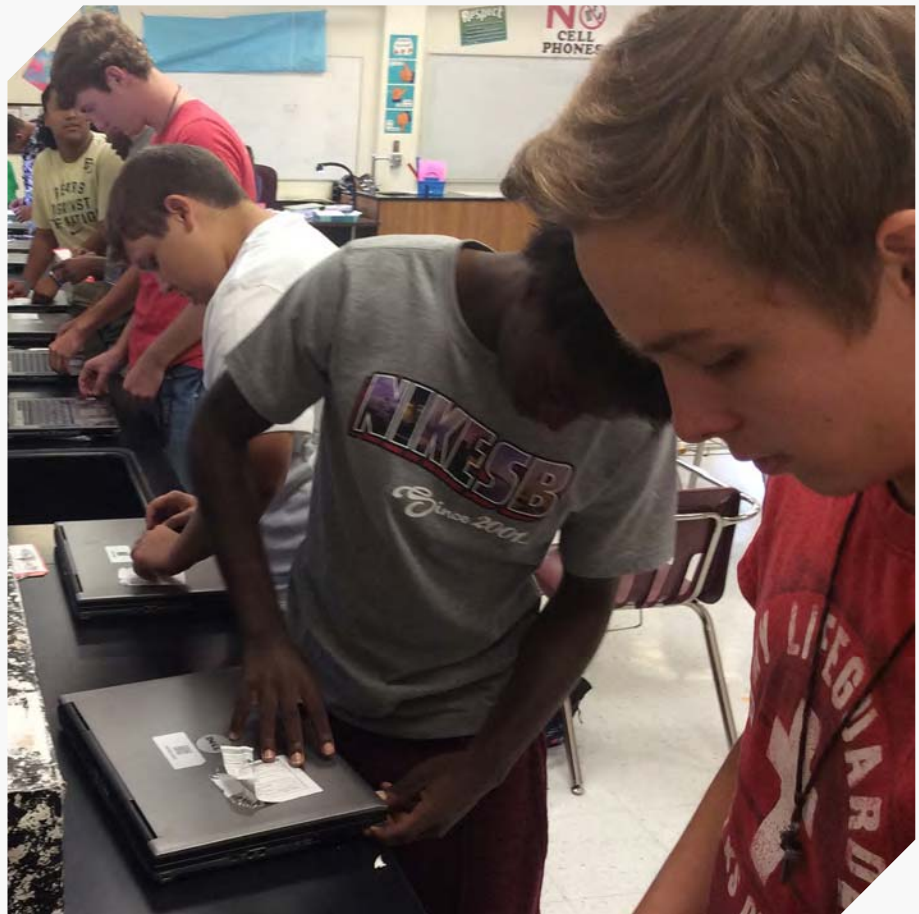


Photo Courtesy Mart Intermediate School District

Near the start of the 2016 school year, Cindy Anderson, a property disposal specialist at DLA Disposition Services in Susquehanna, Pennsylvania, received word that nearly 6,000 DoD laptops and roughly 2,500 desktop computers would not be compatible with mandatory operating systems updates and had been declared excess. Anderson said some of the units ultimately went to law enforcement and other qualified customers, but one of her first calls was to Aguero, to get CFL participants interested. Aguero sent an email informing all the schools of the opportunity and received responses from participants in a variety of states.

Among the fortunate recipients was the Mishawaka School District in Indiana, which gathered up 1,200 laptops and 500 desktop units originally valued at \$900,000. Ryan Stockton, district technology supervisor for Ohio's Minford Local School District, quickly rented a 22-foot truck and drove seven hours to pick up 1,300 laptops, valued at more than \$800,000. The district expressed

Computer maintenance students in Mart, Texas, re-image and test diagnostics on 56 used military laptops they received from a DLA disposition site in Oklahoma.

thanks to DoD, the agency and CFL, and shared a district newsletter article that explained the impact of the donation to their local students:

"Minford will now be able to achieve the coveted 1:1 status," the district explained in the newsletter. "That means they will have enough devices that any student in their district will be able to have computer access any time they need it with no wait and no restrictions. This is a huge deal in an ever-changing education landscape where technology is tightly woven into everything we do. Without equitable access, it is very difficult to implement and integrate technology to its fullest potential. That barrier is now broken in Minford and at a minimal cost."

Schools routinely find value in not just the new but in used technology as well. Hard drives are regularly removed from military computers before disposition. That was fine for the


Drummond School District in Oklahoma.

"Installing operating systems, drivers, software and network switches," in 114 donated desktop computers made its high school technology students "pretty good at troubleshooting problems and they caught on fast," said Larry Conrady, a technology manager for Drummond.

A few hundred miles away, in the tiny Central Texas town of Mart, district Technology and Library Services Director John Luedke picked up 56 computers originally worth \$178,000 from DLA's McAlester, Oklahoma, site. Luedke teaches a basic computer maintenance class and said the machines would benefit the end users after they gave students hands-on learning as they cleaned and prepared the units for use.

"We normally image our computers and then run several tests on them and then ... check them out to students," Luedke said. "This program is the only way that I could possibly put a nice laptop in the hands of my students. My tech budget is low, but I feel that with a little extra effort and thinking outside the box sometimes, my students will have more opportunities for success. This program is a godsend."

For schools interested in signing up for CFL and screening available property, the first step is to navigate to the Computers for Learning tab on the DLA Disposition Services website. Once inside, instructions for signing a memorandum of agreement and sending it to the agency will allow the school to create an access account for DLA's online property-screening tool. Comprehensive instructions on account registration and website access are provided once applicants are enrolled.

CFL advocates point out that any military unit can coordinate with its chain of command and then make sure schools in their local area learn how to take part in the program. 

*Editor's Note –
Parts of this story were originally written by Paula Reynolds and other teachers and officials at St. Kevin School.*

TO LEARN MORE ABOUT
THE DOD COMPUTERS FOR LEARNING PROGRAM,
visit: www.dla.mil/dispositionservices/offers/reutilization/CFL



Photo Courtesy St. Kevin School

Students at St. Kevin School in Providence, Rhode Island, test new laptop computers donated from a command at nearby Quonset Air National Guard Base. Computers for Learning allows DLA to help public, private and parochial schools and educational non-profits acquire used and excess DoD information technology free of charge.

A LOOK AT DLA'S PEOPLE AND CULTURE PLAN

Story by Kathleen T. Rhem, DLA Human Resources

Defense Logistics Agency Director Army Lt. Gen. Darrell K. Williams believes the foundation for his agency's success is simple: the more than 25,000 people who make up its workforce. His guiding leadership principle — If you take care of your people, the mission will happen — is at the heart of DLA's new People and Culture Plan.

Williams directed the development of a human capital plan, known in DLA as the People and Culture Plan, as a companion document to the agency's new nine-year Strategic Plan, which was released in November.

"Full commitment to our People and Culture Plan will assure we provide the right resources and environment to a highly skilled workforce fully capable of mission success as we provide global, agile, and innovative support to the Warfighter and our Nation," he wrote in a forward to the plan.

"People and Culture" was one of five lines of effort in DLA's



most recent previous strategic plan, and the new P&CP carries forward many of the objectives set forth in the earlier version.

Williams said he and DLA's other senior leaders chose to develop a separate People and Culture Plan because he sees People and Culture as much more inclusive than any other line of effort in the broader plan.

"In my estimation, it's not a line of effort, it's at the heart of what we do. It touches everything we do," he said. "Lines of effort don't necessarily intersect with each other; People and Culture intersects with everything we do."

The new plan specifies DLA has adopted the Defense Department's core values of: Leadership, professionalism and technical knowledge through dedication to duty, integrity, ethics, honor, courage and loyalty.

It also dedicates two pages to explaining how human capital challenges — demographics, the economy and evolving technology — could affect DLA and its work environment. The organization's success is "largely dependent on its ability to achieve a high-performing, results-driven culture and to sustain that culture in light of changes to demographics, economics and technology," the plan states. DLA must also be a good steward of resources and effectively manage risks.


— PEOPLE AND CULTURE ARE AT THE HEART OF ALL WE DO —

Over several pages, the plan lays out DLA's People and Culture goals in eight objectives. They are:

- **Develop Leaders:**
Leverage and expand leadership programs that attract, develop and retain diverse talent to meet current and future mission requirements.
- **Resource the Enterprise:**
Recruit and retain a diverse, talented and skilled workforce.
- **Manage the Talent:**
Develop, promote and sustain initiatives to strengthen workforce competencies to meet emerging mission requirements.
- **Sustain Our People:**
Provide the environment, tools and resources for employees to be protected, resilient, and mission-focused in the face of professional and personal challenges.
- **Fortify the Culture:**
Foster an organizational culture where employees are engaged and motivated to achieve mission excellence.
- **Perform and Reward:**
Sustain a results-oriented performance culture that links individual performance and recognition to organizational goals and performance-based actions.
- **Build Connections:**
Create an environment where employees share a common perspective allowing them to work effectively across organizational boundaries, eliminate silos, and promote actions that are in the best interest of DLA as a whole.
- **Protect the Workforce:**
Leverage and enhance the DLA Safety and Occupational Health program to build a culture focused on reducing the risk of injury or illness in the workforce and maintaining a safe and healthy workplace.

Each of these objectives is further detailed in two or three sub-objectives that shape specific initiatives, investments and human resources priorities in DLA for the next several years.

DLA Human Resources Director Brad Bunn explained the P&CP creates an umbrella for initiatives at the enterprise level and the organizational level in the agency's major subordinate commands and staff sections.

"We're asking commanders and directors to use this as a framework in developing their annual operating plans," Bunn said. "As large as DLA is, these objectives aren't going to look the same for every team in every location. We will see the plan's objectives cascaded into the AOPs for the organizations, and elements of those AOPs will connect back to the plan." 





ROLES AND RESPONSIBILITIES

The DLA People and Culture Plan details expectations for leaders at every level, certain policy experts, the DLA workforce and labor partners. It highlights ways the entire DLA team should be working to “promote a diverse and inclusive workplace where all employees can thrive.”

Specific roles and responsibilities for senior leaders — such as the DLA director, major subordinate command leaders and directors of staff organizations — include setting strategic priorities, considering diversity and inclusion as a mission-critical imperative and reviewing

progress in meeting plan goals.

Managers and supervisors are expected to monitor progress and hold people accountable for results. They also must ensure subordinates clearly understand how they and their duties align with the DLA Strategic Plan.

The DLA Human Resources and DLA Equal Employment Opportunity and Diversity teams also have important roles and responsibilities in meeting P&CP goals by providing expertise, oversight and training in their respective areas.

The plan encourages employees to participate in surveys, work with

supervisors to identify areas for growth and maintain a high level of performance. And it calls on labor unions to represent bargaining unit employees’ interests and collaborate with management to improve productivity, cost savings and employees’ quality of life.

“The key to mission success is to continue our focus on people and culture and ensure our greatest resource, people, are engaged and motivated,” the plan states.

— Kathleen T. Rhem
DLA Human Resources

DEFENSE LOGISTICS AGENCY

The Nation's Combat Logistics Support Agency



STRATEGIC PLAN 2018 - 2026

DIRECTOR'S INTENT

The Defense Logistics Agency (DLA) has a proud history of supporting the Warfighter. Since DLA's founding in 1961, we have remained true to two core principles, providing "effective logistics support to the operating forces of our military services" and doing so at the "lowest possible cost to the taxpayer."

We live in such a complex, rapidly-changing world; DLA must continuously review its strategy to meet global mission requirements as prescribed by the Department of Defense. This strategic plan reaffirms and extends our commitment to Warfighter readiness and lethality and to self-accountability. The plan describes five lines of effort that DLA will leverage to provide global, end-to-end supply chain solutions.

Warfighter First: Strengthen Service and Combatant Command Readiness and Lethality

Global Posture: Prepared for Immediate Action

Strong Partnerships: Leverage the Joint Logistics Enterprise, Interagency, Industry, and Partner and Allied Nations

Whole of Government: Support to the Nation

Always Accountable: Assured Supply Chain, Financial and Process Excellence

Our world-class workforce, both military and civilian, are at the heart of our ability to deliver results. I truly believe **people and culture is the "secret sauce" of DLA**, and it is indispensable to the success of our Agency. In coordination with our strategic partners, I have complete confidence in this team's ability to support our men and women in uniform and other valued customers. My confidence rests upon the understanding of "why" our people do what they do – **to serve the Warfighter and our Nation.**

DLA remains a bold, forward-leaning, and innovative organization. Our strength lies in collective, synchronized action and fierce dedication to mission accomplishment by every member of the team. Please join me in furthering the legacy of our Nation's Combat Logistics Support Agency.



LTG Darrell K. Williams
Director, Defense Logistics Agency

WARFIGHTER FIRST!

A large, stylized handwritten signature in black ink, which reads "Darrell K. Williams".

DARRELL K. WILLIAMS
Lieutenant General, U.S. Army
Director, Defense Logistics Agency

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SECRETARY OF DEFENSE PRIORITIES

- Restore Military Readiness as We Build a More Lethal Force
- Strengthen Alliances and Attract New Partners
- Bring Business Reforms to the Department of Defense

DLA's MISSION

Sustain Warfighter readiness and lethality by delivering proactive global logistics in peace and war.

DLA's VISION

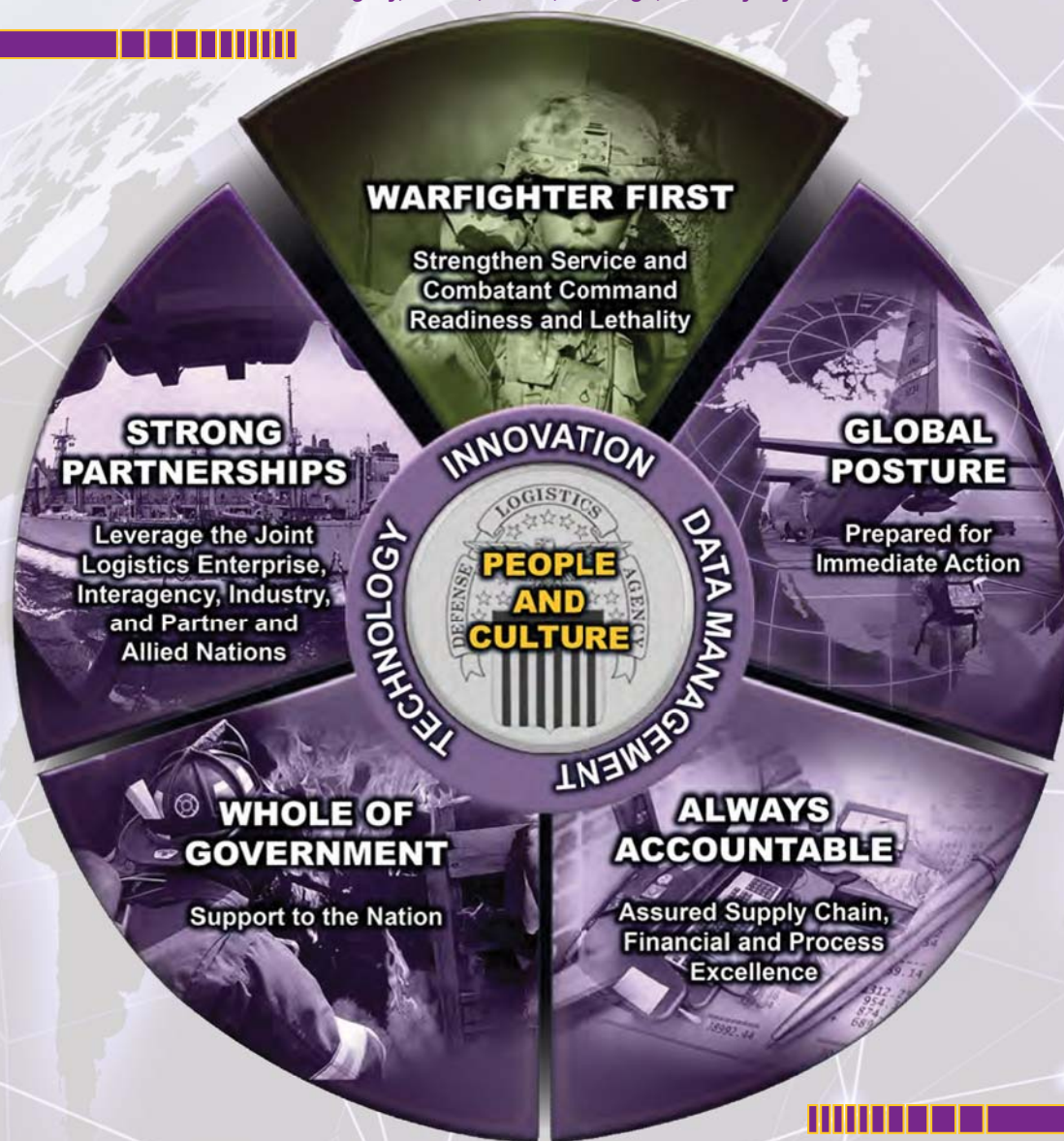
We are the Nation's Combat Logistics Support Agency ... Global, Agile, and Innovative; Focused on the Warfighter First!

WHY

To serve the Warfighter and our Nation!

CORE VALUES

Leadership, Professionalism, and Technical Knowledge through Dedication to Duty, Integrity, Ethics, Honor, Courage, and Loyalty.



PEOPLE AND CULTURE ARE AT THE HEART OF EVERYTHING WE DO



ABOUT DLA

As the Nation's Combat Logistics Support Agency, the Defense Logistics Agency (DLA) manages the global supply chain – from raw materials to end user to disposition – for the Army, Navy, Air Force, Marine Corps, Coast Guard, 10 Combatant Commands (CCMDs), other federal agencies, and partner and allied nations. DLA sources and provides nearly all the consumable items America's military forces need to operate, from food, fuel and energy to uniforms, medical supplies, and construction material.

DLA also supplies 86 percent of the military's spare parts and nearly 100 percent of fuel, manages the reutilization of military equipment, provides catalogs and other logistics information products, and offers document automation and production services to a host of military and federal agencies. Headquartered at Fort Belvoir, Virginia, DLA is a global enterprise – wherever the Nation has a significant military presence, DLA is there to support.

DLA accomplishes this with the dedicated men and women of its Major Subordinate Commands (MSCs). Four of these MSCs acquire and provide supplies and services: DLA Troop Support, DLA Land and Maritime, DLA Aviation and DLA Energy. In addition, DLA Distribution provides storage and distribution services, while DLA Disposition Services provides "reverse logistics," disposing of surplus or excess materiel from the military services and DLA. One-star general/flag officers or members of the Senior Executive Service lead these organizations. They are directly responsible for meeting customer needs and report to the three-star DLA Director.

Through a network of more than 12,000 suppliers (80 percent of them small businesses), DLA:

- Provides more than \$34 billion in goods and services annually
- Manages nine supply chains and about 5 million items
- Supports more than 2,300 weapon systems
- Employs about 25,000 civilians and military personnel
- Directly serves CCMDs through dedicated liaisons and regional commands
- Coordinates a global distribution network with U.S. Transportation Command (USTRANSCOM)
- Administers the storage and disposal of strategic and critical materials to support national defense
- Operates in most states and 28 countries
- Manages distribution centers worldwide
- Supports disaster response and humanitarian relief efforts at home and abroad
- Delivers \$4.2 billion worth of Whole of Government support, which includes state and local governments
- Supports 110 nations with \$2 billion in foreign military sales



OFFICE OF THE SECRETARY OF DEFENSE

**DEFENSE LOGISTICS AGENCY
FORT BELVOIR, VA**

**DLA TROOP SUPPORT
Philadelphia, PA**

Provides food, textiles, construction material, industrial hardware and medical supplies and equipment, to include pharmaceuticals.

**DLA AVIATION
Richmond, VA**

Provides repair parts for aviation weapons systems, flight safety equipment, maps, environmental products and industrial plant equipment.

**DLA LAND AND MARITIME
Columbus, OH**

Provides repair parts for ground-based and maritime weapons systems, small arms parts, fluid handling and electronic components.

**DLA ENERGY
Fort Belvoir, VA**

Provides petroleum and lubrication products, alternative fuel/renewable energy, aerospace energy, fuel quality/technical support, fuel card programs and installation energy services.

**DLA DISTRIBUTION
New Cumberland, PA**

Provides storage and distribution solutions/management, transportation planning/management and logistics planning and contingency operations; operates a global network of distribution centers.

**DLA DISPOSITION SERVICES
Battle Creek, MI**

Disposes of excess property by reutilization, transfer and demilitarization; conducts environmental disposal and reuse.

**DLA CENTCOM & SOCOM
MacDill Air Force Base, FL**

**DLA EUROPE & AFRICA
Kaiserslautern, Germany**

**DLA PACIFIC
Joint Base Pearl Harbor-Hickam, HI**





AVIATION



LAND



MARITIME



ENERGY

DLA LINES OF EFFORT

U.S. interests are global, and our logistics presence must address a dynamic security environment and posture for future contingencies. Our support must ensure victory against a trans-regional multi-domain threat in an increasingly complex global environment.

We have identified five lines of effort in this strategic plan to serve as our roadmap:

LOE 1: WARFIGHTER FIRST

Strengthen Service and Combatant Command Readiness and Lethality

LOE 2: GLOBAL POSTURE

Prepared for Immediate Action

LOE 3: STRONG PARTNERSHIPS

Leverage the Joint Logistics Enterprise (JLEnt), Interagency, Industry, and Partner and Allied Nations

LOE 4: WHOLE OF GOVERNMENT

Support to the Nation

LOE 5: ALWAYS ACCOUNTABLE

Assured Supply Chain, Financial, and Process Excellence

DLA Technology, Innovation and Data Management strategies follow several core tenets: shifting to commercial IT solutions and cloud-based services; promoting the collection and analysis of the right data to facilitate optimum decision making; and improving processes to enhance our agility.

People and Culture are at the heart of everything we do. Without the great work our people do every day, we can't execute our mission. The DLA People and Culture Plan (P&CP) identifies objectives to acquire, develop, engage and retain our diverse, skilled and agile workforce. Success requires fostering an organizational culture that values high performance and quality at the individual and enterprise levels.

We must build and sustain a culture that values innovation to shape the future of logistics.

Our first priority is continuing to improve Warfighter Readiness.

— Secretary of Defense James Mattis

LINES OF EFFORT AND OBJECTIVES



WARFIGHTER FIRST:

Strengthen Service and CCMD Readiness and Lethality

Our number one priority is sustaining the full range of military operations in an increasingly complex global environment.

Objective 1.1: Nuclear Enterprise

– Support the DoD Nuclear Enterprise to ensure deterrence forces remain safe, secure, reliable and ready. Our adversaries increasingly present a nuclear threat. We will continue to strengthen support to the Nuclear Enterprise.

Objective 1.2: Readiness and Lethality

– Link performance to Service and CCMD Readiness and Lethality. DLA must be ready to support Warfighters engaged in any possible operation while achieving the efficiencies our Nation and customers expect. We will prioritize wargame and exercise participation, training, and realistic logistics scenarios that ensure we validate our Concepts of Operations (CONOPs).

Objective 1.3: Address Risk

– Ensure readiness and lethality across the end-to-end supply chain by reducing risk, improving efficiency, and optimizing retail and industrial support. DLA will continue to address risk areas (operational, cyber security, terrorism, counterfeiting) across Major Subordinate Commands (MSCs) and improve supply chain resiliency and security.

Objective 1.4: Predictive Technology

– Anticipate and position solutions for Warfighter requirements by combining big data, predictive analytics, automation, artificial intelligence, sustained supply chain visibility and continuous communication. Through employment of trend analysis and predictive algorithms, DLA is able to consistently predict and position the right logistics solution on time, every time.

Objective 1.5: Warfighter Trust

– Continually earn the Warfighter's trust as the Nation's combat logistics provider. DLA will make it fast and easy for Warfighters to work with our Agency by quickly understanding our customers' current requirements and anticipating their future needs.





GLOBAL POSTURE:

Prepared for Immediate Action

DLA's logistics presence and posture must enable the Nation's ability to protect its global interests. The speed and complexity of global crises require resilient networks, robust partnerships, and quickly integrated teams. We will position resources for rapid use, build more deployable capabilities, and strengthen our partnerships using integrated logistics and contracting services.



DISTRIBUTION



DISPOSAL SUPPORT UNITS



RAPID DEPLOYMENT TEAMS

Objective 2.1: Strategic Positioning

– Strategically position DLA capabilities where the Warfighter needs them most. DLA supports Service Members around the world by providing comprehensive logistics support and services, even in the most austere environments.

Objective 2.2: Single Point of Entry

– Ensure DLA regional commands, customer liaisons and CONUS-based organizations synchronize DLA capabilities with their supported CCMD and customers. We will resource, train and equip these vital teams for their essential role in presenting a single point of entry for all DLA support and services.

Objective 2.3: Expeditionary Capabilities

– Exercise and deploy DLA Expeditionary Capabilities. We are highly deployable and always ready to meet missions in war and peace across the globe. We will sustain and extend the capabilities of our Rapid Deployment Teams, DLA Support Teams, Expeditionary Contracting Mission Support Teams, Deployable Depots, Disposal Support Units, and Mobile Communications Teams. DLA participates in joint training exercises to synchronize our joint logistics capabilities with U.S. Transportation Command (USTRANSCOM) and other key partners for real-world operations.

Objective 2.4: Expanded Solutions

– Expand the availability and use of logistics solutions to enable immediate action. DLA will use big data to provide accurate demand forecasts, stock levels and positioning to enable rapid responses to emerging Military Service and CCMD requirements. Our flexible, responsive contracting and global services contracts bring additional capability to the fight when conditions warrant.

Objective 2.5: Joint Reserve Force

– Enhance the DLA Joint Reserve Force's integration with DLA's Expeditionary Capability and operations. Global operations include complex differences across cultural, language, regional and physical environments. DLA will integrate the Joint Reserve Force into all DLA expeditionary operations to capitalize on its members' unique and diverse skills.

While there is no way to guarantee peace, the surest way to prevent war is to be prepared to win one.

— Secretary of Defense James Mattis



STRONG PARTNERSHIPS:

Leverage the Joint Logistics Enterprise, Interagency, Industry, and Partner and Allied Nations

Mission accomplishment requires close collaboration and strong relationships with critical stakeholders: the Joint Logistics Enterprise (JLEnt), other government partners, suppliers and our allies. We must sustain our partnerships and synchronize our efforts with these entities to help DoD and the Nation address immediate needs and long-term challenges.

Objective 3.1: JLEnt Partnerships

– Partner across the JLEnt to improve support for current and emerging requirements. Basing our efforts on Joint Publication 4.0, we will strengthen our partnerships through engagement with JLEnt entities and cooperatively facilitate progress toward mutual goals, objectives, and expectations of our partners.

Objective 3.2: DOD and Interagency Partnerships

– Collaborate with DoD and interagency partners to develop solutions that optimize DLA support to sustainment operations, government efficiency, support to major acquisition programs, business reform and policy objectives. Our focus on developing solutions and building relationships brings a full range of capabilities to the long-term, strategic goals of the U.S. government.

Objective 3.3: Industry Partnerships

– Work with industry to ensure a capable defense industrial base, generate innovative and efficient solutions, and maintain a secure and resilient supply chain. By building on our strong relationships with industry partners we'll deliver cost-effective, innovative solutions. An agency supplier engagement plan will guide us. We will continuously assess the strength of our industrial capabilities and develop responses to vulnerabilities, reduce single points of failure and implement best practices.

Objective 3.4: Public Engagement

– Engage with public entities to increase understanding and awareness of DLA's mission and operations. In collaboration with the Office of the Secretary of Defense (OSD), we will actively engage with Congress, advisory boards, public media, and other stakeholders to facilitate partnerships, raise awareness of DLA operations and highlight our contributions to the Nation.





DISASTER RELIEF



MEDICAL SUPPLIES



FIREFIGHTING EQUIPMENT



LAW ENFORCEMENT SUPPORT



FOOD PROGRAMS



FOREIGN MILITARY SALES



WHOLE OF GOVERNMENT:

Support to the Nation

DLA's global network and expertise in supply chain management can improve efficiency and increase effectiveness of our Whole of Government partners. Collaboration ensures a healthy, viable base of suppliers able to surge when needed. Working alongside these Whole of Government partners in domestic and international operations, DoD and DLA strengthen their ability to serve national interests.

Objective 4.1: Crisis Response

– Strengthen the crisis-response and contingency operations of our Whole of Government partners. DLA team members plan, organize and train to mutually support swift interagency response by proactively engaging with federal, state and local organizations. Drawing on our extensive supply chain partnerships, we develop processes, actions and policies that enable agile, rapid responses.

Objective 4.2: Provider of Choice

– Extend DLA capabilities to support daily operations of other Government partners. While providing uninterrupted support to the Warfighter, DLA must provide comprehensive and transparent assessments of Whole of Government requirements, consistent with business reforms. We will offer our collective expertise, focusing on supply chains and services where DLA offers a unique advantage. Drawing upon our global network of personnel, technology infrastructure and service, DLA will earn their trust as a reliable partner.

Objective 4.3: Offer Value

– Support interagency and DoD reform initiatives. DLA's core competencies can offer the most cost-effective, efficient solutions to our Whole of Government partners. Some agencies offer similar advantages to DLA. We will assess other agencies' solutions for their value to the government and adopt solutions that do not hinder DLA's Warfighter support. We will actively participate in federal initiatives to eliminate duplication, capitalize on economies of scale and free up resources for higher priorities.



SUSTAIN
AUDITABILITY

MITIGATE
RISKS

ACHIEVE BEST VALUE
LOGISTICS SOLUTIONS



ALWAYS ACCOUNTABLE:

Assured Supply Chain, Financial, and Process Excellence

Trust and confidence in DLA is born from ethical behavior, reliability, and transparency. Cost-consciousness, auditability, innovation, risk assessment and mitigation, and sound business processes are the foundation of this trust. We hold partners and suppliers to the same high standards as ourselves.

Objective 5.1: Cost Consciousness

– Reinforce a cost-conscious and process-oriented culture to ensure efficient, effective and reliable operations. We promote a cost-conscious culture through stewardship and informed investment decisions using sound business acumen. We will create and refine our business processes, emphasizing cyber security, supply chain management and improved supply availability. We will work together to ensure interoperability across business systems and share process improvements across the enterprise and with government and industry partners.

Objective 5.2: Auditability

– Attain and sustain auditability through process excellence and sound financial stewardship. DLA will achieve an unmodified financial statement audit opinion using thoroughly documented processes, automated tools and general controls that are secure and compliant. We will continue to document, evolve and test our processes to ensure we implement corrective actions and address deficiencies identified in the annual statement of assurance.

Objective 5.3: Value Innovation

– Innovate to achieve best-value logistics solutions. DLA always seeks opportunities to improve through process management and research and development. DLA works across the JLEnt to be more agile, adaptable and responsive to customer requirements. We are a change agent for logistics excellence in support of the Nation's strategic security objectives.

Objective 5.4: Mitigate Risks

– Strengthen risk management to ensure secure, agile and resilient combat logistics support. DLA thoroughly manages risks associated with alternatives to deliver world-class logistics support. We must pay special attention to cyber risks and data integrity across the entire supply chain.

Every action we take will be designed to ensure our military is ready to fight today and in the future.

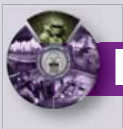
— Secretary of Defense James Mattis

PEOPLE AND CULTURE PLAN

DLA's success depends on its greatest resource...our people! Our workforce must possess the skills, tools and supporting culture to meet DLA's ever changing and challenging mission demands. In previous DLA Strategic Plans, "People and Culture" was a separate line of effort that focused on building and sustaining a workforce capable of meeting current and future mission requirements. Under this Strategic Plan, we are calling out People and Culture as a foundational, critical element of everything we do, and therefore have created a separate companion human capital plan appropriately titled the "DLA People and Culture Plan (P&CP)."

In doing so, we acknowledge that our people are the "secret ingredient" to DLA's success, and a dedicated, focused human capital plan is necessary to ensure that we attract, retain and sustain a highly skilled, diverse and engaged workforce. The P&CP is an internal document focused on overarching guidance for developing capacity and capabilities in alignment with DLA's priorities and lines of effort addressed in the strategic plan.

The P&CP highlights People and Culture as foundational elements necessary for our continued mission success. It establishes specific objectives to ensure DLA has a mission-ready workforce, engaged leadership, and a supportive organizational culture on which to build and sustain the elements of the DLA Strategic Plan.



PEOPLE OBJECTIVES

Objective 1: Develop Leaders

– It is essential that DLA's managers and supervisors effectively lead an increasingly diverse and modern workforce to unlock the full potential of the workforce's backgrounds, experiences, and perspectives in a technologically advanced workplace. We must assess and improve our current leadership model and leadership competencies to cultivate supervisors who are prepared to successfully manage in this evolving environment.

Objective 2: Resource the Enterprise

– People are DLA's most important asset. Without a trained and skilled workforce, the Agency cannot accomplish the DLA mission. DLA must complement its recruitment and retention strategies with a variety of paths to career success. Attracting and retaining a highly skilled, diverse workforce requires a comprehensive strategic approach, innovative recruitment efforts, and the right balance between speed and quality in the hiring process.

Objective 3: Manage the Talent

– DLA Human Resources will partner with Agency leaders and Functional Community Managers (FCMs) to assess emerging and future mission imperatives that may require new enterprise and occupational competencies. We will continue developing and updating career maps that identify learning and development opportunities to help employees chart their career path. All of this comprises a comprehensive talent management approach that will position the Agency for success.

Objective 4: Sustain Our People

– DLA relies on a large and diverse workforce to meet its mission. The key to DLA's future success is to develop a flexible workforce with a focus on safety and security that is capable of meeting and overcoming obstacles and able to adapt to changes. Our capacity to respond to pressure and the demands of daily life and crisis operations, to absorb those demands, to flex with them, and to recover and return to both the DLA mission and our personal lives is crucial to maintaining work/life balance.



CULTURE OBJECTIVES

Objective 5: Fortify the Culture

– DLA has used surveys for a number of years to assess the current culture and identify ways to improve it, with the overarching purpose of developing and sustaining a high-performance culture. The surveys provide a confidential mechanism for employees to share feedback on their work environment, resulting in opportunities for DLA employees and leaders to engage in thoughtful, data-driven discussions that lead to informed action and improve our collective performance.

Objective 6: Perform and Reward

– DLA is committed to creating a culture of high organizational effectiveness that focuses on employee engagement, development, performance, and accountability. The benefits of a successfully implemented performance management and appraisal program includes a workforce where every employee's duties are aligned with the organization's goals and objectives and where employees understand the importance of the work they do every day.

Objective 7: Build Connections

– DLA must develop and implement opportunities for collaboration in a manner that reduces stovepipes and gains efficiencies across organizations. DLA must also cultivate an inclusive environment that engages employees, makes them feel respected and where they have the tools and flexibilities at all levels that maximizes individual and collective potential.

Objective 8: Protect the Workforce

– Leverage and enhance the DLA Safety & Occupational Health (SOH) program to build a culture focused on reducing the risk of injury or illness to the workforce and maintaining a safe and healthy workplace.

EXECUTING THE PLAN

DLA organizations will use the P&CP as a directional guide to develop specific initiatives and lines of effort to achieve or make progress toward the objectives. This will be a combination of enterprise efforts led by organizations such as DLA Human Resources and DLA Equal Employment Opportunity, as well as organizational initiatives implemented by MSCs and other DLA activities. These initiatives will be reflected and tracked in Annual Operating Plans (AOP), and nested under the objectives and guidance provided in the P&CP.



GLOSSARY OF TERMS

ALLIED NATIONS

Includes nations that the Secretary of Defense may enter into a formal agreement, usually to provide security, research, or financial assistance.

Specifically, these nations break down into groups, each with a different set of laws governing the level of assistance the U.S. Defense Department can provide. Those groups are: North Atlantic Treaty Organization (NATO) nations (to include NATO organizations), a major non-NATO ally (MNNA), and any other friendly foreign country.

MNNA means a country (other than a member nation of the North Atlantic Treaty Organization) that is designated as a major non-NATO ally for purposes of this section by the Secretary of Defense with the concurrence of the Secretary of State.

[10 USC § 2350a(f)(2)]

COMBATANT COMMAND (CCMD)

A unified or specified command with a broad continuing mission under a single commander established and so designated by the President, through the Secretary of Defense and with the advice and assistance of the Chairman of the Joint Chiefs of Staff. Combatant commands typically have geographic or functional responsibilities. *(JP 1)*

CONTINGENCY OPERATION (CONOPS)

A military operation that is either designated by the Secretary of Defense as a contingency operation or becomes a contingency operation as a matter of law.

(Title 10, United States Code, Section 101[a][13]). (JP 1)

DOD NUCLEAR ENTERPRISE

The federation of separate nuclear activities across the U.S. Armed Services and Defense Department agencies for the execution of a wide range of nuclear and non-nuclear activities. *(2014 Independent Nuclear Enterprise Review Report)*

END-TO-END SUPPLY CHAIN

The full scale of “The linked activities associated with providing materiel from a raw material stage to an end user as a finished product.” *(JP 1-02)*

INDUSTRIAL BASE (ALSO DEFENSE INDUSTRIAL BASE)

The Department of Defense, government, and private sector worldwide industrial complex with capabilities to perform research and development, design, produce, and maintain military weapon systems, subsystems, components, or parts to meet military requirements. *(JP 3-27)*

INTERAGENCY

Of or pertaining to United States Government agencies and departments, including the Department of Defense. *(JP 3-08)*

JOINT LOGISTICS ENTERPRISE (JLENT)

A multi-tiered matrix of key global logistics providers cooperatively engaged or structured to achieve a common purpose without jeopardizing the integrity of their own organizational missions and goals. *(JP 4-0)*

NOTE: This list of providers is defined in Joint Publication 4.0, as “the Services, combatant commands (CCMDs), USTRANSCOM, Joint Staff J3 and Joint Staff J4 - interagency, nongovernmental, multinational, and industrial resources.”

LETHALITY

The ability of U.S. Armed Services to apply decisive force.

MAJOR SUBORDINATE COMMANDS (MSC)

DLA's title for commands under the administrative and operational control of DLA's Director. DLA previously referred to these organizations as Primary Level Field Activities (PLFAs).

OPERATION

A sequence of tactical actions with a common purpose or unifying theme. *(JP 1)*

A military action or the carrying out of a strategic, operational, tactical, service, training, or administrative military mission. *(JP 3-0)*

OPERATIONAL ENVIRONMENT

A composite of the conditions, circumstances, and influences that affect the employment of capabilities and bear on the decisions of the commander. Also called OE. *(JP 3-0)*

PARTNER NATIONS

A nation that the United States works with in a specific situation or operation. *(JP 1)*

In security cooperation, a nation with which the Department of Defense conducts security cooperation activities. *(JP 3-20)*

RESILIENCY

The ability of a person, program, or organization to perform functions necessary for mission success. For DLA, our supply chains, cyber operations and employees can respond across a wider range of scenarios, conditions, and threats, in spite of hostile action or adverse conditions.

SERVICE MEMBERS

Includes personnel from the Army, Navy, Air Force, Marine Corps, Coast Guard, and National Guard Bureau.

WARFIGHTER

A member of the U.S. Armed Forces.

WHOLE OF GOVERNMENT

For domestic operations, USG departments and agencies aspire to a whole of government approach. This approach involves the integration of USG efforts through interagency planning that set forth detailed concepts of operations. *(JP 3-08)*

NOTE: For the purposes of this document and DLA, a Whole of Government approach can and does encompass international operations (likely using interagency and international agreements).



DIRECTOR'S CALL TO ACTION: MOVE OUT AND EXECUTE!

We have a great strategic plan – it's now time to move out and execute it. These five lines of effort clearly define our priorities and give us the direction we need to meet the needs of the Warfighter. Think of this plan as a roadmap, guiding us as we make decisions that enable our Nation's men and women in uniform to achieve mission success.

We will further refine the plan through Implementation Guidance and Annual Operating Plans. We will track progress, make course corrections where needed, and stay laser-focused on metrics, connecting outcomes with leadership performance.

I urge each of you to do your part in helping the Agency carry out this plan. This will give us the best chance of anticipating and overcoming the unforeseen challenges we know are in our future. We have a phenomenal team here at DLA, fueled by a deep commitment to serve the Warfighter and our Nation. Go forth and do great things – this is your call to action!

WARFIGHTER FIRST!



This Strategic Plan was made possible by the significant contributions from our MSCs, HQ staff, regional commands, and all those who volunteered to review the document. A special thanks to those junior red team members who had a unique opportunity to influence DLA's strategy.



Defense Logistics Agency
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SMALL BUSINESS, BIG IMPACT

Story by Beth Reece

Being small doesn't stop American businesses from having a big effect on warfighter readiness. Small businesses supply everything from uniforms to parachutes and hardware.

"Many of them want to protect our soldiers, sailors, airmen and Marines just like those of us [civilians] who work for the government. They're a vital part of our defense industrial base, and supporting them means we're

supporting the American economy," said Amy Sajda, director of the Defense Logistics Agency's Office of Small Business Programs.

Small businesses make up 99.7 percent of all U.S. companies, according to the Small Business Administration. Federal agencies are required by law to support America's small businesses, and the SBA works with leaders in the federal government and Department of Defense to establish annual goals that ensure small businesses have ample opportunity to provide goods and

services to the government.

DLA's goal since fiscal 2013 has been 32 percent, which is higher than the governmentwide goal of 23 percent and the DoD-wide goal of 22 percent for fiscal 2017. DLA has met its small-business goal for four consecutive years and is on track to exceed it again by awarding almost \$10.4 billion in contracts to small businesses in fiscal 2017.

The numbers reflect the daily work of Sajda and about 50 small-business specialists at DLA headquarters and



Jonathan Connell, CEO, and Todd Daughtry, COO, co-owners of veteran-owned small business C & C Containers, LLC meet in their Albany, Georgia, warehouse with Georgia PTAC Procurement Counselor Bridget Bennett to discuss product packaging and marking requirements for shipment of medical supplies.

— Photo Courtesy Georgia Tech



Charles A. Morris

DLA Land and Maritime Small Business Specialists James Secrist (left) and Donna Brino-Blackwell were on hand to discuss small business program opportunities with attendees at the 2016 DLA Land and Maritime Supplier Conference and Expo in Columbus, Ohio.

major subordinate commands like DLA Troop Support, DLA Aviation and DLA Land and Maritime. Their goal, she said, is to promote small-business partnerships so the agency can best meet customers' needs.

"The greater number of businesses we have in our pool of vendors that we use to supply requirements for the military, the more we can be assured that when the military sends in a requirement, we'll be able to get them what they ask for quickly and within the parameters of price, delivery and other factors," Sajda added.

Helping the Little Person

During the Great Depression, many of the companies that had provided parts the military services needed for during World War I folded. Congress realized that small-business owners who produced wartime commodities lacked the money to keep afloat in peacetime. They also had difficulty ramping up as quickly as larger businesses with thousands of employees.

In 1942, Congress initiated the Small Business Mobilization Act, allowing the government to pay small businesses a price differential to help them remain open and accelerate production. The Armed Service Procurement Act of 1947 later extended that policy to peacetime and required a "fair proportion" of federal contracting dollars be placed with small business.

Today, DLA's small-business specialists work with buyers and contracting officers to build acquisition strategies for contracts valued at more than \$10,000. Each strategy lays out such details as whether a contract will be competitive or go to a sole-source provider.

"According to federal acquisition rules, if two or more small businesses are able to provide whatever it is you're buying and there is an expectation that the award will be made

at fair-market price, the acquisition is supposed to be set aside for small businesses. Large business can't even compete for it," said Chris Hall, deputy director of DLA's Office of Small Business Programs.

If the acquisition strategy allows the contract to be set aside for small businesses, small-business

specialists also help determine whether it should be set aside for businesses in socioeconomic categories like small; 8(a) small disadvantaged business; women-owned; service-disabled veteran-owned; and historically underutilized business zone (HUBZone) small business.

Creating a strategy that meets the goals of small-business specialists and contracting experts can be a time-consuming process of discussion

SMALL BUSINESSES MAKE UP:

- 99.9% of all firms
- 99.7% of firms with paid employees
- 97.6% of exporting firms
- 32.9% of known export value
- 47.8% of private sector employees
- 41.1% of private-sector payroll

IN 2012, THERE WERE 9.9 MILLION WOMEN-OWNED FIRMS, 2.5 MILLION FIRMS OWNED EQUALLY BY MEN AND WOMEN, 2.5 MILLION VETERAN-OWNED BUSINESSES, AND ABOUT 14.4 PERCENT OF BUSINESS OWNERS WERE IMMIGRANTS.

and negotiation, Sajda said.

Performance work standards are just one element that both parties must agree on. Generating them for contracts involving products is generally a routine, straightforward process, but for service-related acquisitions, setting standards is more labor intensive. These acquisitions can be information technology and/or analytical studies DLA uses to improve its business processes, added Rosita Carosella of the Small Business Office in Philadelphia, which supports DLA Contracting Services Office locations.

"You have to come up with unique metrics to identify how you're going to measure success, because it's not as black and white as assessing whether an item was shipped on time or not. There's a lot more evaluation involved," she said.

Small-business specialists also conduct market research and participate in outreach at events, like the Department of the Navy Gold Coast Small Business Procurement Event, to find new small businesses that specialize in commodities and services the military needs. The SBA's Dynamic Small Business Search and the Federal Procurement Data System are other tools that can be used to identify potential new vendors or vendors that DLA hasn't yet used.

Tapping Talent, Innovation

Partnering with vendors that offer new, innovative products is a priority at DLA and a DoD goal championed by Defense Secretary Jim Mattis. The agency uses DoD's Small Business Innovation Research and Small Business Technology Transfer programs, which are congressionally mandated to find solutions to defense technology gaps. SBIR and SBTT have given DLA a means to draw support from small businesses that to solve logistics problems such as

the short lifespan of batteries. It's also supported and products made using additive manufacturing, otherwise known as 3D printing.

"We rely strongly on these small businesses to help us improve logistics support, not just in the SBIR/STTR programs, but in all of our research and development programs," said Kelly Morris, DLA's R&D chief. "But with the SBIR program alone, we manage anywhere from 40 to 60 contracts at any given time with small businesses."

DLA also relies on small businesses to support aging platforms such as the B-52 bomber, Sajda said. Most companies that produced the original electronic components for the bomber no longer exist, but sources of supply are still needed because DoD expects to use the 1960s-built systems several more decades.

"Many of the companies that made the original parts went out of business, or the owners retired or moved on to newer technology. So in cases like this, it can be hard to find suppliers who are willing and capable of providing older technology," Sajda said.

To find those suppliers, "we question vendors at outreach events to see if they have capabilities in some of these older areas, so we can point them to the appropriate supply chain as a potential new source," she explained. For items like microcircuits, for example," she added.

Small businesses have helped DLA reduce backorders and production time for spare parts through research and development in castings and forgings, through which new molds are created to produce old, obsolete parts. DLA Aviation also uses its Replenishment Parts Purchase or Borrow Program to inspire small-business collaboration. The program allows vendors to buy or borrow items for the purpose of reverse

engineering, so they can create technical data packages for future production.

This can help reduce lead times, explained John Henley, who oversees small-business efforts at DLA Aviation.

"We only have one approved source for most of the items in this program, and these parts are high priced with a long lead-time," he said. "In other words, it may take the manufacturer so long to make them that we have to wait 400 days before we can get these parts delivered. That makes it difficult to support our customers," Henley said.

Partnering with small businesses to increase the number of vendors that can make parts with long lead-times usually yields lower prices and increases the agency's ability to meet customer demands, he added. But another challenge of working with small businesses for DLA Aviation stems from intellectual property.

"The difficulty is that a lot of the items we buy are proprietary, and the technical data packages are owned by big original equipment manufacturers,"



Jace Armstrong

Robert Steed, a contracting officer for DLA Disposition Services, discusses a new contract with Sheryl Woods, DLA Disposition Services' special assistant for small business.

DURING 2016, DLA AWARDED CONTRACTS WORTH MORE THAN \$10 BILLION TO SMALL BUSINESSES.

Henley explained. "So unless small businesses go through some type of reverse engineering and get approved as a source from the services, then we're not allowed to buy these items from them," he continued.

Capable and Driven

Though small businesses do face challenges with cash flow and infrastructure, most are as capable as larger businesses of keeping up with DLA's demand as larger businesses, Sajda said.

"The advantage for large companies isn't just financial backing," she explained. "They have the lawyers and staff who understand the complex nature of all the stuff the government buys and the requirements that we put on vendors over and above what's out there in commercial industry."

Others small businesses are "mom and pop" shops that begin with just two or three people tinkering in a garage.

"A lot of these small businesses are started by individuals who have worked in large enterprises and either retired or want to focus on a particular niche," Carosella added. "A lot of them have the credentials, the academic background and professional experience to pull their enterprises together."

Many of the innovations in technology that DLA has taken advantage of since Sajda joined the agency's small-business office in 2011 have come from small-business owners who were dedicated to creating quality products for warfighters. She takes personally the task of guiding small-business owners toward the right supply chain and sharing the nuances of government contracting that are normally discovered only by trial and error, she said.

But for every vendor Sajda has helped steer toward a business deal, there are dozens she said she's had to be "brutally honest" with, such as a

vendor who developed plastic containers of personal hygiene products that could be clipped to the outside of a backpack.

"The point was that it wouldn't take up valuable space inside soldiers' backpacks," Sajda said. "It was a really novel idea, but in all the places he went to market the product, nobody told the man the truth. The military was never going to buy it, because when you clipped it on and the soldier started walking, it made too much noise," she said, adding that her goal is to be honest without deflating people's innovation and drive.


"It's not DLA's business to buy your new thing," she also tells vendors. "DLA's business is to buy what the military needs and asks us to buy."

The agency is also responsible for administering Procurement Technical Assistance Centers in Washington, D.C.; Puerto Rico; Guam and all 50 states. PTACs help increase the number of small businesses capable of partnering with DLA and other government agencies at local and state levels.

PTACs offer a variety of services, from identifying contracting opportunities to providing guidance on the bidding process and detailed instructions on registering in federal procurement systems, such as the System for Award Management and DLA's Internet Bid Board System.

"By supporting new suppliers, the PTACs promote competitive environments and increase small-business participation, which again, results in higher-quality goods at lower prices," Hall said.

DLA's success awarding contracts to small businesses is a result of teamwork, Sajda added.

"Small-business specialists really are part of the DLA team," she said. "They want to do what's best for the customer while trying to do what's right for our nation's industrial base." 



DLA CREATIVITY AND SELFLESSNESS SUPPORTING HURRICANE RELIEF

PROVIDERS IN THE STORMS

Compiled by John R. Bell from reports by DLA Major Subordinate Commands, Information Operations and DLA Headquarters *

Harvey. Irma. Maria.

As military service members helped search for people trapped in flooded homes, delivered supplies, and flew helicopters to airlift victims, coordinating it all was the Federal Emergency Management Agency.

Managing the Department of Defense contribution was U.S. Northern Command.

And providing whatever was needed — from personnel to petroleum, meals to medical supplies, contracting to communications — was the Defense Logistics Agency.

The numbers are staggering. (*See the graphic on pg. 30*) But just as profound are the individual stories of DLA people, hard at work to help their fellow Americans.

Finding a Way

About 600 miles to the southeast of Puerto Rico, the island nation of Dominica is home to numerous American expatriates and visitors. And like Puerto Rico, Dominica was devastated by Hurricane Maria.

After the storm, the main hospital in the capital city of Roseau suddenly needed a critical part used in its emergency department and its intensive care unit. A pressure transducer, used in pumping oxygen and regulating air flow, is a small part that looks like a spark plug.

The part has nothing to do with military aircraft — which is why it isn't managed by DLA Aviation. Nonetheless, the request ended up with DLA Aviation personnel, who found a way to get this

**Tanekwa Bournes, Cathy Hopkins, Ron Inman, Jake Joy, Jeff Landenberger, Kenneth MacNevin, Shawn J. Jones, Amber McSherry, Annette Silva and Mike Tuttle also contributed to this story.*



Members of the Texas National Guard in Houston rescue stranded residents in flooded areas from the storms of Hurricane Harvey.

— Photo by Air Force 1st Lt. Zachary West

critical item to the customer.

Paula Kanervikkoaho, lead customer account specialist on the Air Force Foreign Military Sales and Civil Aviation Team, discovered this exact transducer was no longer in production. However, she found the transducer in a higher pressure

capability from a commercial source.

The U.S. Southern Command chief surgeon approved the alternate part. Once the funds were finalized, Kanervikkoaho created a purchase requisition using an unassigned local part number.

Kanervikkoaho forwarded the information to Danita Davis, a supervisory contract specialist in the Emergency Contracting Supplier Branch of the Supplier Support Division.

Davis said several actions started happening at once to turn the request around in three days. DLA Finance—Aviation coordinated the transfer of funds between the hospital and SOUTHCOM and purchase approval with DLA Headquarters. Meanwhile, Davis and her supervisor, Marita Beckles, worked with the supplier to get a quote that same day.

Davis sent the purchase request to Chester Keeton, a product specialist in her division. Keeton verified the supplier could make the part to its specifications while Davis coordinated transportation with David Pferdehirt, who works in DLA Distribution's Transportation Office.

Once all the pieces were in place and Keeton finished his review, Davis awarded the contract in less than an hour.

Pferdehirt arranged for three transducers to be picked up by a

An aerial view of the flooding caused by Hurricane Harvey in Houston, Texas. Hurricane Harvey formed in the Gulf of Mexico and made landfall in southeastern Texas, bringing record flooding and destruction to the region. U.S. military assets supported FEMA as well as state and local authorities in rescue and relief efforts.

24-hour carrier delivery service at the contractor facility. With Dominica's airport closed to commercial aircraft, DLA coordinated a direct shipment and made sure it was placed on the next available aircraft headed to the island.

Just one tiny part for one hospital in one small nation — but thanks to the resourcefulness and commitment of people at DLA Aviation and DLA Distribution, the hospital could rely on uninterrupted power as it treated victims of Hurricane Maria.

Helping at Home

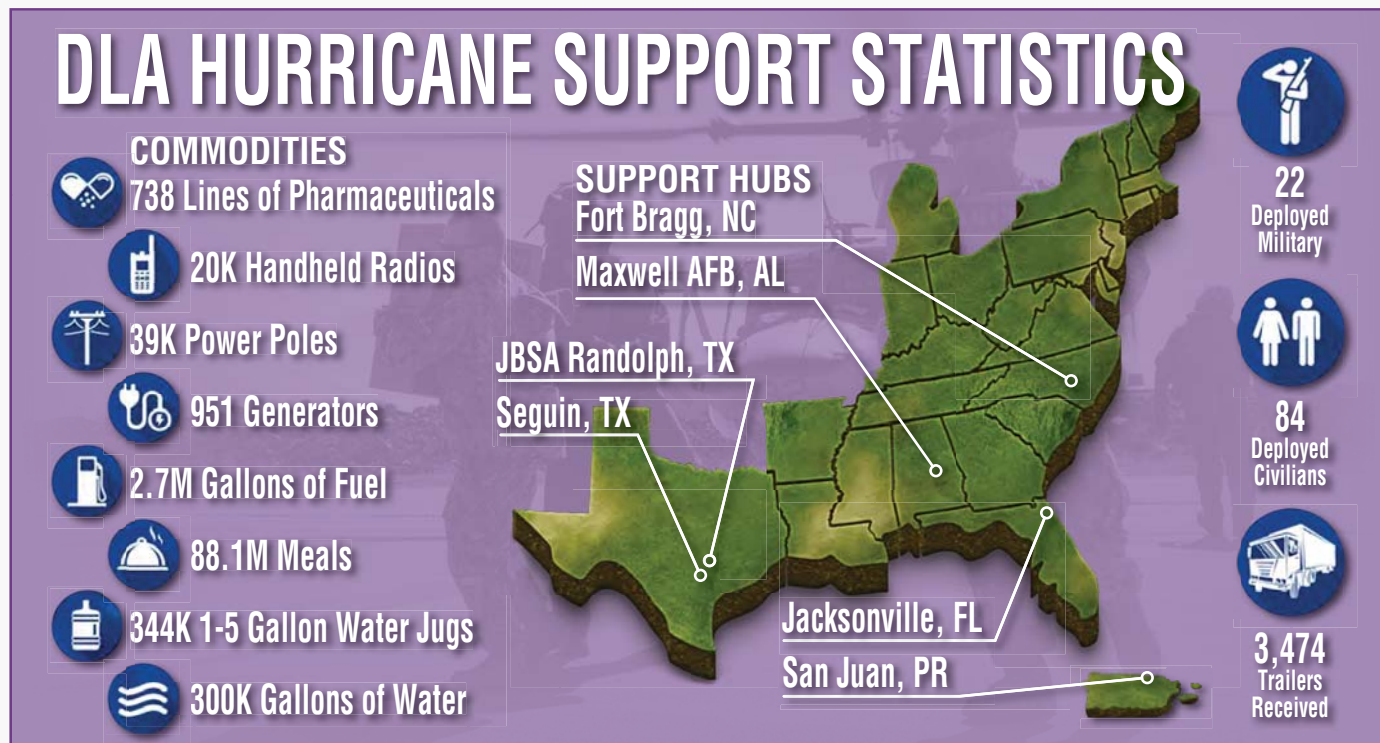
For some DLA employees, hurricane relief had an even greater meaning.

Luis Peña works for DLA Disposition Services as a property disposal specialist in his hometown of San Juan, Puerto Rico. He runs a one-man show that covers the military's disposition needs



throughout Puerto Rico and the U.S. Virgin Islands.

For weeks after Hurricane Maria hit the Caribbean, Peña's home was uninhabitable, with no electricity or running water. The same was true for his DLA Disposition Services office at Fort Buchanan. Peña lived with his wife in a hotel — their second, after the first hotel ran out of generator fuel and went dark.





Air Force Tech. Sgt. Larry Reid Jr.

Food for the Fight

Supplying those in need also meant providing balanced nutrition to those helping provide the relief.

For Hurricane Irma, DLA Troop Support's Subsistence supply chain managed a rush delivery of fresh fruit and vegetables to the USS Oak Hill before it departed for the U.S. Virgin Islands.

The ship was running low on fresh fruits and vegetables and would need to be replenished by the USNS Supply, a Military Sealift Command ship.

An error in the order had left the Oak Hill in limbo. Once the error was fixed, only four hours were left before the ship would close its cargo holds for departure. To get the food there on time, Larry Muñoz, a field representative for the Subsistence supply chain, with the help of fellow Subsistence acquisition professionals, executed several emergency orders.

Dave Jolls, who manages Subsistence's produce division, said he had a vested interest seeing the order filled.

"I know how it feels to be on a ship and not receive those fresh fruits and vegetables," said Jolls, who spent 24 years in the Navy.

But getting the order to the Oak Hill was complicated, Jolls said. The primary vendor was unable to deliver in time.

So Jolls coordinated with vendors in the Norfolk area who were able and willing to work with the vendor under contract to meet the requirements.

Jolls and Muñoz, also a Navy veteran, worked the phones, drafted contracting documents and fired off email after email to accomplish their part of the mission. Their efforts paid off.

"It really, literally, made it there just on time," Jolls said. "And to be able to fill 100 percent of their order, that's the icing on the cake."

Despite shortages of drinking water, extremely limited communications and hours-long lines for gasoline rations, Peña remained hard at work linking DLA scrap contractors with the military units requiring help cleaning up storm debris.

Peña said doing so without the luxury of email or the phone requires face-to-face meetings, meaning driving through "a lot of traffic" because of damaged infrastructure and no working traffic lights.

"He's having to do everything in person," said Terry Surdyke, his supervisor.

Peña first evacuated for three days in early September for Hurricane Irma, another Category 5 storm that grazed the north of the island while churning westward and eventually causing an estimated \$63 billion in damage.

Fort Buchanan reopened shortly after Irma passed. For the next week and a half, Peña continued issuing equipment even as predictions for Hurricane Maria warned of a direct hit.

Peña said he was still providing generators to law enforcement and Government Services Administration customers in the days leading up to Maria's landfall, down to the moment the base closed at noon and the evacuation order took effect Sept. 19.

"We all faced something we've never seen before," Peña said.

Communication Nation

Like military operations, disaster relief can't happen without communications — reliable phone and internet. Yet these are often the first things to go in a major weather event.

For all three hurricanes, DLA and its customers relied on the Contingency Information Technology Support Team, part of DLA Information Operations.

To support relief after Hurricane Harvey, information technology specialists Robert Garcia and Charles James deployed to Texas for about a month.

"There was a lot of hard work involved, but I enjoyed that we were a part of the humanitarian effort to support those affected by the recent hurricanes," Garcia said.

Their mission on ground was to create a command-and-control element for the incident support base at Randolph Air Force Base, Texas. The Mobile Emergency Response Center, along with Garcia and James, were required to establish communications for the DLA Distribution Expeditionary teams from Red River, Texas; Susquehanna, Pennsylvania; and Tracy, California. The services allowed DLA personnel on site to access data, make phone calls, print and copy required documents and coordinate ISB



Johnny Saldívar

Air Force Staff Sgt. James Brush, 502nd Logistics Readiness Squadron, prepares over 30,000 water bottles for transport at Joint Base San Antonio-Lackland, Texas, as part of Hurricane Harvey relief. DLA Troop Support provided 1.5 million bottles of water and 18 million meals to FEMA in support of the relief efforts.



Air Force Capt. Christopher Merrian

The Military Sealift Command hospital ship USNS Comfort arrives in San Juan, Puerto Rico. (Inset) Sailors perform a surgical operation in an operating room aboard the hospital ship USNS Comfort in the Caribbean Sea. The Comfort is providing medical services to people affected by Hurricane Maria, with supply support from DLA.

— Photo Inset by Navy Petty Officer 3rd Class Danny Ray Nunez Jr.

operations with handheld radios.

"Seeing the different organizations within DLA come together and work to support FEMA during this unfortunate natural disaster has been a beautiful and humbling, eye-opening experience," said Philip LaGamba of the Cyber Emergency Response Team, who volunteered to serve on the Maxwell ISB in Florida.

"As a DLA employee, volunteer, Navy veteran and American, seeing everybody work together for a greater cause is something we should all be able to experience in our lifetime," he said. LaGamba also helps with the inbound and outbound supply trailers on the ISB.

"It was surely worth the effort knowing the positive effects our mission had in providing supplies to the many Americans that were devastated by all the storms," said Charles James, IT specialist for CIT West. James drove the Mobile Emergency Response Center, which provided communications at the Randolph ISB.

"It was truly rewarding to support such a large scale effort. Knowing that so many agencies can work together jointly and have a positive effect on the many Americans in need made the difficult journey worth it," James said soon after finishing his duty supporting hurricane relief in Texas. "I look forward to supporting the mission and agency again in my upcoming trip to Puerto Rico."

Pharmacy Afloat

Food, water, electricity — as critical as these are, there's another thing many people can't live without: their medicine.

When the U.S. Navy Ship Comfort

arrived Oct. 3 in San Juan, Puerto Rico, it was stocked with pharmaceuticals provided by Medical supply chain professionals at DLA Troop Support.

The Comfort is a seagoing hospital ship that can support complex medical procedures. It has one of the largest trauma facilities in the United States, with four X-ray machines, one CT scanner, a dental suite, an optometry lens laboratory, physical therapy center, pharmacy, angiography suite and two oxygen-producing plants, according to the Navy.

About 800 personnel embarked on the Comfort for the Puerto Rico mission. The Comfort ordered medications for the ship's routine use, as well as controlled substances required for surgeries and postoperative care, said Randy Owens, a supervisor in Medical's operational customers division.

DLA's pharmacy team worked with the Military Sealift Command and the pharmaceutical vendor to ensure the ship left port with the medical materiel it needed, Owens said.

The medicine was delivered Sept. 29. But Linda Grugan, DLA's lead pharmaceutical contracting officer for

THE TOTAL COSTS FOR
DLA HURRICANE SUPPORT
FROM AUG. 25, 2017, THROUGH
NOV. 14, 2017:
\$835,185,150

Navy hospital ships, said it took a lot of extra work.

"As always, the challenge when a humanitarian crisis hits is getting large quantities of pharmaceuticals ordered, picked and delivered to the hospital ships in a very short time," Grugan said.

Power to the People

Fuel may not be as photogenic as other supplies, but it's just as critical in a disaster.

Every helicopter, rescue boat, cargo plane and hospital ship runs on some type of fuel. So too do the portable generators set up in locations with no electrical power.

In the response to a major hurricane, that's millions of gallons of diesel fuel, jet fuel, gasoline and propane.

As Hurricane Harvey approached, DLA Energy was already working with FEMA and the U.S. Army Corps of Engineers to put fuel in place. By Aug. 31, DLA Energy had delivered 11 generators to the FEMA and USACE, and 100,000 gallons of gasoline and 493,000 gallons of diesel fuel to Fort Hood and FEMA's ISB in near San Antonio.

Before Hurricane Irma struck Florida, DLA Energy, FEMA and the National Guard were on standby at Warner Robins and other nearby towns, ready to support emergency-response teams.

"Our team closed operations at Warner Robins and became 100 percent operational at Camp Blanding in less than 48 hours, without degrading fuel operations," said Army Lt. Col. Josiel Carrasquillo, commander of both DLA Energy Americas at Houston and Task Force Americas.

Army Col. Craig Simonsgaard was the deputy commander for DLA Task Force Tempest during Irma, Maria and Nate and is also the commander for DLA Energy Americas, which administers a fuels contract with Foster Fuels to meet FEMA's needs for diesel fuel and gasoline.

Task Force Irma's members included some who were themselves displaced from their homes.

A Defense Logistics Agency employee lines up a row of tractor trailers on Maxwell Air Force Base, Alabama, preparing to depart for Florida. Maxwell housed more than 800 trailers laden with relief supplies destined for Florida after Hurricane Irma left the state.

"One of our employees had two trees fall on his house. Another left his wife and daughter at home pulling drywall out while he went to Camp Blanding for Irma," Simonsgaard said.

Supporting hurricane relief was a simpler task in Texas than in Puerto Rico and even Florida, he noted.

"One, the power didn't go out. And two, there's a whole bunch of ways you can come into Texas." In Florida, the fact that so much of the damage was on the Florida Keys, which are accessible by one highway, made the job challenging there.

Because Puerto Rico is likewise a group of islands with no highway access to the mainland, it required that supplies be delivered via ship and airplane, Simonsgaard noted.

And even when a supply ship arrives, there's still the need to staff the port at a time when employees can't get to work due to damaged roads and gas shortages, he added. In addition, the bottom of the harbor underwater must be surveyed for any sunken debris that could damage the ship. Finally, ports require electricity to operated.

"When Harvey started, it knocked out the whole petroleum center of North America," Simonsgaard noted. "These refineries [near Houston] represent 60 percent of the refining capacity in the

United States. So when they were all down, that meant there was no resupply on the way."

Whole of Government, Whole of DLA

Individuals like these are not unusual at DLA, said Army Lt. Gen. Darrell Williams, the DLA director. Their efforts show just how committed DLA people are to providing what customers need, no matter the difficulty.

"As I've visited our staging bases, I've seen so many truly inspiring DLA people," Williams said. "I've met person after person who found a way to get the job done, even when the power was down, even when there was no cell signal or no internet. I've met many who had been working days at a time and in some cases when their own homes have been destroyed."

"Our role as an agency is inherently one that's in the background," Williams continued. "Our job is to support those leading the effort. But when I see the faces of people who have just received their first meal in days or their long-awaited medication, I realize more than ever just how much our fellow citizens rely on the hard work of people throughout the Defense Logistics Agency." **LT**



Trey Ward

I AM

DLA



My name is:

Rhonda Christie

I am:

An equal employment opportunity specialist at DLA Aviation – Cherry Point, North Carolina.

Describe your job in a sentence:

I process EEO discrimination complaints and conduct EEO education and awareness classes for the workforce.

How long have you worked at DLA?

A little over two years. I transferred from the Department of the Air Force to DLA Aviation in March 2015.

What is your favorite thing about working for DLA?

Conducting civil-treatment training, which is designed to give organizations tools to prevent, detect and correct inappropriate workplace behaviors and build productive, inclusive cultures.



What are your best memories of working here?

My best memory is assisting the Disability Program manager and supervisor with providing a reasonable accommodation for an employee.

How do you make a difference?

By keeping a positive attitude and adding value to my team's efforts by maintaining focus on the mission and the purpose of the Equal Employment Opportunity and Diversity Program.

Rhonda Christie