

LOGGLINES



ON THE MOVE

DLA in the Pacific





from the
DIRECTOR

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

This summer has been an exciting time at the Defense Logistics Agency. In addition to ramping up our operations to meet increasing needs of warfighters streaming into Afghanistan, we have continued to plan for the drawdown of American forces in Iraq, which began June 30. I also hosted visiting dignitaries from several allied partners to discuss how adopting best logistics practices benefits our respective service members.

DLA's European work force is heavily engaged in logistics support operations in Iraq and Afghanistan, working to mitigate supply concerns resulting from the nature of nontraditional warfare and an austere setting. Thanks in part to their work, the Northern Distribution Network, the main supply pipeline for troops in Afghanistan, is a great success and 80 percent of the


material flowing through it to warfighters is DLA-provided.

As part of my 2009 Director's Guidance, I promised we would not rest in our pursuit of logistics success. To that end, I've added some new faces to our staff. Navy Rear Adm. (select) Kurt Kunkel is expected to join DLA as chief of staff early this fall to help coordinate activities across the enterprise. Two new commanders — Navy Rear Adm. Vincent Griffith at the Defense Supply Center Richmond, Va., and Army Brig. Gen. Thomas Richardson at the Defense Supply Center Columbus, Ohio — and Army Maj. Gen. Timothy McHale, director of the Agency's Logistics Operations and Readiness Directorate, will be huge force multipliers for me and everyone throughout the Agency as we conduct our daily business and plan for future needs.

Serving warfighters is DLA's single focus, and our work force of dedicated men and women knows how vital their daily work is to keeping American troops stationed around the globe ready to meet any challenge — whether it is conducting contingency operations, providing humanitarian assistance or training with members of our allies'

military forces to achieve interoperability in the future.

Summer is traditionally exercise season for warfighters, and I am proud that DLA team members have traveled thousands of miles to be on-site with military members as they exercised this nation's awesome military capabilities and practiced skills that make our armed forces the finest in the world. Supporting these exercises is a DLA-wide effort that requires 24/7 coordination to ensure subsistence, construction material, repair parts and fuel get into the hands of the troops who need them.

This world-class support would not be possible without DLA team members' tireless service, especially those in the Pacific where a small contingent of employees represent our Agency's capabilities in an operating theater encompassing 51 percent of the world's surface. A mission that might be called daunting by some is accepted by these committed folks as just another day supporting the troops. Their spirit of cooperation and team work is something I have found in all corners of DLA, and I am honored to serve our men and women in uniform alongside Team DLA. 

LOGLINES

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DLA Director

Navy Vice Adm. Alan S. Thompson

Chief of Staff

Air Force Brig. Gen. Scott Chambers

Director, Strategic Communications

Douglas Ide

Deputy Director, Strategic Communications

Jack Hooper

Loglines Staff

Managing Editor

Kathleen T. Rhem

Editor

Heather Athey

Writer

Beth Reece

Writer

Jonathan Stack

Layout/Design

Paul Henry Crank

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Submissions and correspondence may be sent to the following address:

Headquarters, Defense Logistics Agency

Office of Public Affairs

8725 John J. Kingman Road

Suite 2545

Fort Belvoir, VA 22060-6221

703-767-6200

E-mail loglines@dla.mil

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OVER THE HORI

Story by Heather Athey

Appearances can be deceiving. From the outside, the Pacific headquarters of the Defense Logistics Agency certainly doesn't look like a logistics hub that services the world's largest area of responsibility. Tucked into a remote corner of Naval Station Pearl Harbor, Hawaii, the building resembles one of many World War II-era buildings on the base, with weather-worn concrete and a plain steel door for an entrance.

But inside is a sleek, modern office space where civilians clad in brightly colored "aloha" garb work shoulder to shoulder with uniformed military counterparts amid buzzing phones and whirring printers. The pace is almost frenzied as employees juggle conference calls with DLA's Fort Belvoir, Va., headquarters and warfighter support representatives on

military bases like Osan Air Base in Korea and U.S. 7th Fleet Activities in Japan and buyers stationed in Singapore.

Just one step into the hall visitors see they really are in a warehouse, complete with concrete floors, pillars and bare walls. A massive sign over the main entrance identifies the location as belonging to DLA.

The sign, and the branding of DLA-Pacific as the one-stop shop for warfighters, are the brainchild of Army Col. Bill McCarver, the DLA-Pacific commander, a career logistician who's spent much of his career turning "no" into "yes" when it means improving support to America's troops. Part crusty infantry Sol-



William Peck



ON THE MOVE



ZON

dier and part tech-savvy tactician, McCarver has put his stamp on DLA-Pacific by unifying the efforts of the Agency's Pacific organizations under an umbrella of cooperation.

"We had this alphabet soup out here before — DLA-Pacific, Defense Energy Support Center, Defense Supply Center Philadelphia, Defense Reutilization and Marketing Service, Document Automation & Production Service, and the Defense Distribution Depot Pearl Harbor — but warfighters don't care about that, they just want to make one call and get the right person who's going to resolve their issue. Bringing these groups together means we can coordinate, cooperate and synchronize our efforts so no matter which DLA organization that warfighter calls, he's going to get help," McCarver said.

Now, each bustling DLA office in the Pacific — whether it's in Alaska, Hawaii, Okinawa, Guam, Japan or Korea — has a standard sign identifying it as belonging to the logistics agency. And although the offices are working jointly, the chains of command have remained the same, with each office continuing to report back to its parent organization.

"By placing the responsibility to synchronize and coordinate under the DLA-Pacific commander, we can present a single focal point to the combatant commander, the sub-unified commands and military service components here in the Pacific and provide better customer assistance, war-planning interfaces and logistics solutions," McCarver said. "A warfighter can

The Defense Logistics Agency Pacific's headquarters is located on a remote corner of Naval Station Pearl Harbor, Hawaii. From this hub the DLA-Pacific commander, Army Col. Bill McCarver coordinates logistics support to warfighters in the world's largest operating theater.

walk into any DLA shop on any base in the Pacific and get great customer service."

Keeping Pace

In the past year, the DLA-Pacific Region team and selected members of the Logistics Operations and Readiness Directorate, in coordination with the DLA Office of Operations Research and Resource Analysis, conducted a study of Pacific resources in comparison to the number of warfighters and major commands supported. The aim was to determine the right size DLA footprint necessary to better support peacetime requirements, that is also immediately capable of transitioning to war or contingency operations, and if necessary conducting both simultaneously.

The results indicated to McCarver and the study team that, while DLA-Pacific Region team members were doing a great job, only 220 customer-facing people were serving warfighters in an area of responsibility covering 51 percent of the world's surface — about 100 million square miles.

"In the Pacific AOR, we have U.S. Pacific Command and three sub-unified commands, U.S. Forces Korea, U.S. Alaska Command and U.S. Forces Japan, as well as the four component headquarters that support them; all are three- or four-star commands," McCarver said. "We also have a number of other three-star commands — the 11th Air Force, the 3rd Marine Expeditionary Force, the 7th Air Force and the Navy's 7th Fleet. Many have personally voiced to me their concerns about having to reach back to East Coast offices for DLA support. They don't want to have to operate on East Coast time; they want folks here,

"We had this alphabet soup out here before. . . but warfighters don't care. . . they just want to make one call and get the right person . . ."

— Army Col. Bill McCarver

alongside them, so questions can be asked and answered in a matter of moments instead of days.”

McCarver and the DLA-Pacific Region team created a three-phased approach to get more customer logistics site specialists, customer account specialists, demand planners and tailored vendor logistics specialists co-located with warfighters.

“We’re now at the stage where we’re implementing this plan,” said Rob Crawford, DLA-Pacific deputy commander, who has past experience as a planner. “We’re moving these personnel forward, and the response has been overwhelmingly positive. But our customers are not satisfied; they want more.”

McCarver described the previous structure of providing support to troops stationed around the globe from centers based primarily on the East Coast as an operational gap in warfighter support.

“In the Pacific, the real paradigm change of combatant commander support began in 1999, when DLA-Pacific stood up as a command,” McCarver said.

Before that, DLA had mostly been a continental United States-based, wholesale-focused organization. That paradigm started to change in the early 1990s during Operation Desert Storm. DLA had virtually zero personnel in the U.S. Central Command region before operations commenced, he explained.

Great improvements have been made in warfighter support since then. Today the Pacific team is essentially expected to provide the same excellent 24/7, 365 support that the rest of the world’s warfighters receive, with just 220 customer-facing people, he said.

“DLA has a lot of great, dedicated folks forming the backbone of its support for the Southwest Asia and European theaters, but the Pacific is one area we just can’t afford to discount,” McCarver said. “At any given time, our supported commanders

Gunners mates on the guided missile cruiser USS Lake Champlain fire a .50 caliber machine gun during a live fire exercise in the Pacific Ocean. Warfighters in the Pacific area of responsibility depend on logistics support provided by the Defense Logistics Agency’s Pacific-based organizations.



Navy Petty Officer 2nd Class Daniel Barker



Navy Petty Officer 3rd Class Aaron Thomasson uses a grinder on a metal project aboard the amphibious assault ship USS Essex while on deployment in the Pacific. The Defense Logistics Agency-Pacific Region team pools the Agency's supply capabilities to provide support warfighters need to sustain daily operations and plan for contingencies in the mainly air and maritime theater.

are conducting operations — including extensive preparation for two major operations plans — while also preparing for future humanitarian and contingency operations and conducting routine multinational exercises. They need DLA to be there for all of it.”

On the Move

In addition to stationing more personnel at forward locations, DLA-Pacific is in the midst of planning for some significant relocations to stay on-site with warfighters as several major commands prepare to reposition in anticipation of future U.S. strategy and defense goals.

In Okinawa, the U.S. government is preparing to give some of the land occupied by U.S. military bases back to the Japanese government. Some troops will relocate to established bases in



Mission Control

Way up on a hill overlooking much of Marine Corps Base Camp H.M. Smith in Hawaii sits an old military hospital that's been converted into the headquarters for Marine Forces Pacific. Inside, down a long hallway and behind a nondescript door accessible only via key card is a technological wonderland staffed by military members and civilians representing a cross section of the Defense Logistics Agency's capabilities.

Though on a smaller scale, the Pacific Logistics Operations Center sort of resembles the NASA mission control center often seen in movies. A line of workstations equipped with computers and secure telephones sits in front of a wall of flat-screen television monitors running continuous news feeds from the major networks. Behind that, a long conference table is surrounded by high-backed leather chairs. Clocks marking time in major cities around the world hang near a scrolling electronic sign displaying the day's mission.

The mission changes from day to day because there's no such thing as a typical day in the PLOC, said Marine Lt. Col. John Turner, the center's chief of operations and exercises.

On any given day, representatives from each of the Defense Logistics Agency's Pacific-based organizations could be supporting an ongoing military exercise, conducting planning conferences for an upcoming exercise, writing support or operations plans, or providing logistics solutions to the military's real-world operations.

“The PLOC's primary purpose is to take the pulse of [U.S. Pacific Command] and provide support,” said Air Force Lt. Col. Ed Martinez, one of the center's planners. “And depending on what's coming out of USPACOM, we could be taking the pulse of the entire Pacific theater.”

With much of the world's focus directed toward U.S. Central Command's operations in Southwest Asia over the past seven years, Martinez said, the Pacific Command and its operating forces have become a force provider to operations in Iraq and Afghanistan in addition to conducting their own peacetime, humanitarian and contingency operations.

The PLOC's unique range of logistics specialties created by incorporating representatives from Defense Supply Center Philadelphia, Defense Energy Support Center and the Defense Reutilization and Marketing Service along with DLA-Pacific strategic distribution planners, an asset visibility analyst and several “jacks of all trades,” is what makes it so capable of supporting a force with such diverse missions, Turner said.

“Part of what makes us work is that we're able to test these capabilities during exercises like Terminal Fury and bring that experience into conducting current operations and crisis response,” Martinez said. “It's exciting to be in the joint military environment serving as a strategic-level logistics provider.”

— Heather Athey

other parts of Japan, but many, including the headquarters for 3rd Marine Expeditionary Force, 3rd Marine Division, 1st Marine Air Wing and 3rd Marine Logistics Group — which include about 8,000 Marines — will relocate to the U.S. territory of Guam.

“Everyone is operating under the assumption that the U.S. is pulling everything off Okinawa, and that just isn’t the case,” McCarver said. “These Marines are moving from Camp Kinser to Camp Hansen in the north and from Camp Foster to Camp Schwab, and DLA has to go with them to ensure uninterrupted support.”

Located off the southern tip of mainland Japan, Okinawa has long served as home to a significant U.S. military presence. DLA’s current offices on Camp Kinser — a Defense Reutilization and Marketing Office, the Defense Distribution Depot Yokosuka, Japan Detachment, a DLA-Pacific warfighter support representative and a Defense Supply Center Philadelphia-Pacific Region staff — are expected to relocate to what’s being called the Chibana Industrial Park, an as-yet-to-be-built complex located near Kadena Air Base. Kadena already houses a Document

“We’re moving these personnel forward, and the response has been overwhelmingly positive. But our customers are not satisfied; they want more.”
— Rob Crawford

Automation & Production Service office. A second DAPS office is already located at Camp Hansen, and the customer service representative from Camp Kinser will follow the 3rd Marine Logistics Group to Guam.

While the industrial park is slated to house a number of significant military support activities in the near future, it currently consists of farmland accessible by a single-lane paved road. “There are currently cows in the future Chibana Industrial Park,” McCarver said. “We’re expecting to put these locations into service by the end of 2012. And even though there’s been work done on the master plan, a lot more has to happen before DLA can set up shop.”

On Guam, officials explained that DLA has to plan for supporting a military force that will likely double and bring along with it dependents. The influx of people is expected to almost triple the military-related population on the island.

“Right now we have no DLA-Pacific personnel on Guam, but we have a DLA presence through DESC, DAPS, the DRMO, DSCP, DLA Enterprise Support and the Defense Distribution Depot Guam, Marianas,” Crawford said. “Our mission is going

to expand exponentially there, and we’re planning to get more personnel so we can support these major headquarters.”

A single highway serves as the main transportation artery on Guam — two northbound and two southbound lanes — which means customers would have to take an hour-long trip to travel from Apra Harbor at the island’s southern end to Andersen Air Force Base in the north. Proposed plans would eliminate that trip by stationing DLA’s offices onsite with the major commands.

In Korea, where U.S. Forces Korea is consolidating its locations and moving troops and equipment farther to the south, DLA is preparing to follow



Navy Petty Officer 2nd Class Matthew A. Hepburn

Sailors on the aircraft carrier USS Nimitz stand on the flight deck as it approaches the Military Sealift Command fleet replenishment oiler USNS Yukon for a replenishment at sea prior to a scheduled deployment to the western Pacific Ocean. While the ship is in the Pacific theater, the Defense Logistics Agency-Pacific Region team will be responsible for providing the food, fuel and spare and repair parts these Sailors need to complete their mission.



An Indonesian navy engineer and a U.S. Navy Seabee from Naval Mobile Construction Battalion 40 pour concrete for an engineering civic action program during the first phase of Cooperation Afloat Readiness and Training Indonesia 2009. Warfighters get the construction materials, fuel and other sustainment supplies they need during regular and humanitarian operations from the Defense Logistics Agency-Pacific Region team.

suit. Additional staff will set up at Osan and Kunsan air bases and U.S. Army garrisons Humphreys and Daegu to absorb the increased demand.

“We have all these little sites that sit outside the wire [off a protected military installation] in the Pacific,” Crawford said. “In addition to bringing our support to where the warfighters need it, we’ll also be providing some better protection for our folks once they’re inside the wire.”

On Oahu, Hawaii, the DLA-Pacific Region team is attempting to bring all its offices on the island onto Pearl Harbor — including a DRMO currently located at the far end of the island on Barber’s Point — and situate some folks closer to the military major commands. An added analyst, a warfighter support representative and a planner are expected to ramp up support for the Navy’s Pacific Fleet headquarters, while aviation, maritime and distribution planners will accompany DESC and DRMS operations officers on site with USPACOM at Marine Corps Base Camp H. M. Smith. A planner is also slated to go to Pacific Air Forces headquarters at Hickam Air Force Base and another to U.S. Army Pacific headquarters at Fort Shafter.

Looking Ahead

Despite the challenges in supporting warfighters spread across 15 different time zones and 43 countries, where warfighter support representatives on average submit more service tickets than any others in the Agency, the work force is laser-focused on mission success. In 2008, DLA-Pacific achieved a 99 percent rating among its employees on customer focus and a 98 percent on strategic direction and intent on a Denison Climate Survey review, which measures how well an organization’s stakeholders understand its mission and their success at working together to execute the mission. The results also showed 99 percent of DLA-Pacific employees felt empowered to provide innovative logistics solutions to American troops.

“This is an exciting time in a dynamic operating theater. We are supporting military operations, planning for future needs and working alongside warfighters in military exercises to ensure they have what they need for command post exercises as well as field training exercises,” McCarver said. “We have a great team that is highly motivated and understands how critical their work is to warfighter success.”

A KC-125 Stratotanker from Kadena Air Base, Okinawa, Japan, refuels a C-17 Globemaster using Defense Energy Support Center-Pacific-provided fuel. The center provides fuel support to warfighters during normal operations, contingencies, routine exercises, and humanitarian and natural disaster assistance.

Courtesy Photo

FAR AND WIDE

Story by Kelly Widener

The sun never really sets for the 76 employees working for the Defense Energy Support Center-Pacific Region — they support an area of responsibility spanning 16 time zones and covering 51 percent of the Earth’s surface.

DESC-Pacific provides fuel support for military operations throughout the Pacific region while ensuring uninterrupted and timely support of quality bulk fuel to military service components and operational joint task forces in support of U.S. Pacific Command missions.

“We have a regional staff located in Hawaii and five field offices in Japan, Korea, Hawaii, Guam and Alaska,” said Navy Capt. Ron Black, DESC-Pacific commander. “Additionally, three of our office commanders are ‘dual-hatted’ as sub-area petroleum officers, reporting to the USPACOM joint petroleum officer.”

The scope of the theater is staggering — nearly 60 percent of the world’s population lives within the 43 countries included in the Pacific region. Six of the world’s largest armed forces operate in the theater, creating many strategic sea lane and fuel positioning challenges, Black said.

Kelly Widener is the Defense Energy Support Center Public Affairs Officer.

The energy support center solves some of these challenges by storing fuel at 72 major defense fuel support points positioned around the area of responsibility. These DFSPs can hold and store a variety of products, with total storage capacity of a billion gallons. DESC averages 500 million gallons of bulk sales in the Pacific each year.

Because the majority of military installations in the Pacific are island-based, there are unique challenges to getting fuel to warfighters at remote outposts. Black said sealift is critical to the center’s supply chain operations.

“We are very dependent on air and sea lines of [transport] in the Pacific,” he said. “If it takes seven hours to fly from Seattle to Honolulu, then it will take about six days by ship. It is not an exact hour-for-day equation, but it is pretty close. When people start thinking about the equation for transportation of fuel and coupling it with positioning fuel, the Pacific offers a very different set of conditions than any other theater.”

Black said the lessons the U.S. military learned while conducting resupply operations in the Pacific during World War II illustrate the delicate balance necessary to forward position supplies while maintaining the agility and mobility necessary to change as the operating conditions change. Forces also need to have enough in reserve to ensure a continuous supply of critical items, of which fuel is one, he added.

Supporting contingencies and operations like humanitarian



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Defense Energy Support Center Pacific Region

Mission:

To provide warfighters and other government agencies with comprehensive energy solutions in the most wartime effective and peacetime efficient manner.

Core Business:

Provide regional oversight and management of fuel/energy resource distribution, inventory control, quality surveillance, facility maintenance/modernization, and environmental compliance in the Pacific area of responsibility, which includes five Defense Energy Support Center field offices and 72 Defense Fuel Support Points housing more than 25 million barrels of fuel.

Advise U.S. Pacific Command logistics operations on wholesale distribution issues and complement the mission of the Joint Petroleum Office to ensure the most effective and efficient energy/petroleum, oils and lubricants support to warfighters.

Number of Employees:

Military — 15
Civilian — 64
Local National — 8

Fiscal 2009 Budget:

\$7.8 million (Does not include contracts)

Types of Jobs Held:

Combatant command planner/liaison officer, operations officer, strategic energy manager, international agreements manager, quality manager, contract specialist, bulk fuels specialist.

assistance and disaster-relief support places additional pressure on the DESC supply chain. These types of extra operations also require DESC-Pacific to work closely with USPACOM and service component planners to identify required fuel support needs, Black said.

Once requirements are finalized by the services, they are submitted to service control points and DESC-Pacific for contract execution.

The center has provided support to more than 20 disaster-relief operations in 12 countries and U.S. territories since 1996, said Army Lt. Col. Miles Glotfelty, operations officer for DESC-Pacific. DESC-Pacific also provides fuel support during major field training exercises such as Cobra Gold, a joint exercise with Thailand designed to improve combat readiness and interoperability, and Keen Sword/Keen Edge, a joint exercise to increase interoperability with U.S. forces and Japan's Self-Defense Forces, he said.

Thanks in part to emerging technology and steady growth in the energy arena, the organization is also expanding its support role in supplying alternative and renewable fuels.

DESC-Pacific is currently cooperating with the state of Hawaii and USPACOM to organize the first Asia Pacific Clean Energy Summit and Expo in Honolulu, said Air Force Lt. Col. Joy Griffith, commander of DESC-Hawaii, a field office within DESC-Pacific.

"This venue will bring together the key military, political and civilian stakeholders within the region and provide a forum to discuss alternative and renewable energy opportunities, initiatives and future actions. The goal is to bring the region together and push forward in this new field as one unit," Griffith said.

Using teamwork to get the job done is not new to DESC-Pacific employees, Black said. Aside from the unique communication challenges involving

time zones and the international date line — which while simple enough to calculate mathematically can become problematic during normal day-to-day support routines — DESC-Pacific has an essential support mission that impacts many.

"Fortunately, we have an outstanding, dedicated team standing ready to support our warfighters and all regional operations and overcome any challenges presented," he said. ☐

Marine Staff Sgt. Andrew W. Miller



Marine Lance Cpl. Justin Moore, a bulk fuel specialist, uses a host to refuel a jet on the flight line at Eielson Air Force Base, Alaska. The Defense Energy Support Center-Pacific averages about 500 million gallons of bulk fuel sales to customers in the Pacific area of responsibility each year.



FREQUENT FLIERS

Story by Heather Athey

Cal Yamane is a member of the 100,000 mile club on United Airlines. And Delta Airlines.

As the Defense Logistics Agency's Enterprise Support site director in the Pacific, Yamane racks up the air miles each year overseeing his team's operations providing installations and environmental management and public safety and business office support to the Agency's field activities in the world's largest theater.

The extensive travel schedule is necessary because of the nature of the work; conducting safety and environmental inspections and engineering new facilities require his staff to be physically on-site for some of the processes. The sites involved are widely geographically dispersed, from California to Alaska and Hawaii in the states, to Wake Island, Guam, Kwajalein Atoll and Diego Garcia in the Pacific Ocean.

From his home base at DLA's Pacific headquarters on Naval Station Pearl Harbor, Hawaii, Yamane said his team's main challenge is navigating the distance and logistics it takes just to get to these sites so they can do their job.

"For example, out of Hawaii, it takes 10 to 14 hours to get to your temporary duty lodging in mainland Japan or Korea. Once there, you need to know how to navigate within the country to get from one DLA activity to the next, whether it's by plane, taxi or bus, and we always remember to factor in time for traffic," Yamane said.

People in the states don't realize distances perceived as easy to navigate — say 30 miles — are day-long trips in other countries where lack of infrastructure and densely packed populations hamper transportation, he said. His staff also has to be able to communicate with the locals — whether that's in Japanese, Korean or another language.

Because of the challenges, Yamane's

staff coordinates site visits so they can visit all DLA sites in a country once they arrive. DES' biggest customer inside the Agency is the Defense Energy Support Center, for which the staff travels extensively to engineer facilities and systems as part of the center's fuel infrastructure and perform on-site inspections.

"The assistance we provide to DLA's field activities is indirectly supporting warfighters because we allow them to focus on their individual missions, whether that's the Defense Supply Center Philadelphia, the Defense Reutilization and Marketing Service, the Document Automation & Production Service or the Defense Distribution Center," Yamane said. "The support DES Pacific provides is an extension of the support the larger DES organization provides to the supply centers on the [U.S.] mainland."

The Pacific-based organization also directly supports service members, mainly through its engineering work.

"A typical [military construction] project to construct a hydrant fueling system requires us to verify the system's requirements and design the best solution. We involve all parties — the design consultant, the major military command, the DLA or military service end user, military base maintenance divisions, flight operations, construction contractors and inspectors — early in the process so we may incorporate or address the concerns of those from different functional areas that will have to live with the system after it's been constructed."

DES staffers must coordinate their work to support warfighters with a number of involved stakeholders — military, civilian and political. In some instances, Yamane's workers must also deal with representatives of foreign governments when a host nation funds a project for DLA, such as designing the site for a new Defense

The Defense Logistics Agency Enterprise Support Pacific supports warfighters directly through its engineering work, which is used to construct projects like this fuel storage tank.



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Reutilization and Marketing Office or conducting environmental cleanup or assistance visits.

In addition to its main engineering functions, DES Pacific also provides environmental backing to Agency and military facilities by reviewing fuel and chemical spill control plans and local processes and recommending improvements.


“We also provide safety guidance, perform site-safety assessments and provide safety and accident-prevention training,” Yamane said. “We can help local Agency and military personnel improve their safety plans and, in the event of an incident, conduct an accident investigation.”

All these things mean DES Pacific’s mission is slightly different than the other DES support branches located in the United States and in Europe — primarily because all DLA activities in the Pacific are tenants on military-run posts, camps and stations.

“We have no Morale, Welfare and Recreation function in the Pacific and no police or firefighter and fire station functions,” Yamane said. “But we do serve as liaisons between DLA activities and the local MWR functions on individual posts.”

The DES Pacific staff works very hard to enable DLA activities to provide the best logistics support to warfighters by ensuring they have the right facilities, safe operating conditions to prevent injuries to DLA personnel, security to prevent unauthorized access, and environmentally sound processes so the Agency doesn’t have to spend money to clean up mistakes, Yamane said.

This background will serve the team well, he said, as it plans to support DLA functions slated to move alongside warfighters as projected troop movements reposition forces in mainland Japan, Okinawa, Korea and Guam.

“We are in the planning and assessment stages now, but DES Pacific will be ready to provide whatever high-quality support services and products DLA organizations need — installations management, public safety, environmental management and occupational health, and administrative support — to continue uninterrupted quality support of warfighters,” Yamane said. 



Defense Logistics Agency Enterprise Support Pacific

Mission:

To provide high-quality support services and products in the areas of installations management, public safety, environmental management and occupational health, and administrative support in a timely, efficient manner within the Pacific theater.

Core Business:

Engineering

Sustainment, restoration and modernization projects, military construction projects, facility planning studies and requirements.

Environmental

Oversee remediation and cleanup; perform assistance visits; review spill control plans, local procedures, processes and documentation and recommend improvements.

Public Safety

Process personnel security clearance documents, participate in headquarters-led vulnerability assessments, operations security, perform assistance visits, review designs and recommend security improvements, information security and communications security assessments of secure Internet room operation, brief travelers on country-specific threats, provide security training.

Safety

Disseminate safety program guidance, perform site assessments, provide safety and accident-prevention training, review designs and recommend safety improvements, perform accident-reporting and investigation tasks.

Number of Employees:

Civilian — 23

Forward-Deployed Personnel: 6

Alaska — 1 distribution facility specialist

Guam — 1 security specialist

Japan — 1 engineer, 1 engineering technician

Korea — 1 engineer, 1 distribution facility specialist

OCEANFRONT PROPERTY

Story by Beth Reece
Photos by Heather Athey



The Defense Logistics Agency's Defense Reutilization and Marketing Service is changing to keep pace as military strategy evolves and troop levels fluctuate throughout U.S. Pacific Command's operating area.

"A large part of what we're doing right now is keeping up with where the customer is, where they're going to be, and whether or not we're shaped and distributed with personnel and facilities to support them when and wherever they shift to," said Bobbi Collins, disposal services director of DRMS' Pacific Region.

With several bases in South Korea planned for closure and return to the Korean government in upcoming years, DRMS is already working to consolidate and move Defense Reutilization and Marketing Offices at Busan and Bupyeong closer to where customers will be at a new facility in A'po.

In addition, DRMS employees in Okinawa are planning for an expected surge of furniture and appliance turn-ins in fiscal 2010, when some Marines currently in Okinawa, Japan, move to Guam. Relocation of a Navy air wing from Atsugi, Japan, to Iwakuni, Japan, is also redistributing workloads across DRMOs on the Japanese mainland.

These and other changes are expected to continue for another five years, Collins said. Meanwhile, customers throughout the Pacific still rely on local reutilization and marketing offices for three things: hazardous waste disposal, property disposal and as a source for free material.

"It's important for us to be very good at hazardous waste disposal because of the considerable risk to the environment and personnel involved," she said. "Every time you have to handle or move hazardous waste, you have an opportunity for some sort of contamination or spill."

Every DRMO in the Pacific has a contract with a local vendor who is responsible for removing such hazardous material as chemical or petroleum products, paint or lead acid batteries from customers' locations and properly disposing of it.

"This really helps minimize the amount of times chemicals are handled and jostled around," Collins added, "and it gets the hazardous waste off the island and to disposal much faster."

DRMS is becoming more of a household name as warfight-

ers learn to make do with tighter budgets. Customers in Okinawa recently added a link to DRMS with the words "check here first" on the Marine Web site where new material is typically ordered.

"They understood their budgets were getting tighter and wanted their people to use DRMS as their first resource instead of as an afterthought," Collins said, add-

Excess property turned in to the Defense Reutilization and Marketing Office on Naval Station Guam is organized on shelves in a warehouse. Military customers in the Pacific often turn to the DRMOs as sources for free materials like furniture.



ON THE MOVE



The Defense Reutilization and Marketing Office Hawaii, located on Oahu, accepts excess property from all the military services operating in the state. A large lot on the property houses items too large for storage inside the warehouses — like these inflatable-hulled boats.



ing that in fiscal 2008, DRMS reutilized more than 7,000 line items at a savings of more than \$63 million in the Pacific.

The most critical but often overlooked service DRMS offers in the Pacific is demilitarization of equipment, Collins added. Demilitarization removes the offensive capability of an item that could — in the wrong hands — be used against U.S. forces.

Because there is no demilitarization center in the Pacific, most equipment is demilitarized as a condition of sale, through which DRMS officials verify that the customer has broken the property down to scrap before officially transferring it. Items that can't be demilitarized as a condition of sale are shipped to a center in Tucson, Ariz., for final demilitarization.

“This is, quite honestly, our most critical piece of support — one that people don't realize happens behind the scenes. We're providing a level of protection to our forces, and we see that as our overriding mission,” Collins said.

Geography and status of forces agreements with Korea and Japan create challenges that are unique to the Pacific region, she said. A stateside DRMO overloaded with property, for example, can request an “over-the-road redirect” that diverts trucks with unwanted property to another DRMS location.

“But we obviously don't have that luxury here because it's more difficult to move property around all this water,” Collins said. “Also, our SOFA agreements with Korea and Japan don't allow us to move property between the countries for the purpose of disposal. That really restricts our ability.”

The challenges and upcoming changes are well received by DRMS employees in the Pacific. Collins said they are using the structured problem-solving methods of Lean, Six Sigma and Continuous Process Improvement to make their business processes smoother and smarter.

“We're always looking at ways to improve our processes,” she said. “Anybody can get a little anxious with change, but my folks have been very willing to look at things objectively for the sake of making things better.”



Defense Reutilization and Marketing Service

Mission:

Defense Reutilization and Marketing Service-Pacific Region provides centralized Department of Defense disposal management of excess and surplus military property supporting U.S. military forces throughout the Pacific; federal, state and local agencies; and the U.S. Foreign Military Sales Program.

Core Business:

Property disposal and remarketing to include: identification and handling of controlled material to ensure it is not released outside of authorized agencies by controlled handling and storage, demilitarization, transfer, donation or sale of releasable usable property and scrap.

Number of Employees:

Military — 2
Civilian — 92
Local National — 76

Fiscal 2009 Budget:

Labor — \$3,177,600
Non-Labor — \$1,026,200

Locations of Forward-Deployed Personnel:

Oahu, Hawaii
Naval Station Guam
Sagami, Japan
Okinawa, Japan
Misawa, Japan
Iwakuni, Japan
Sasebo, Japan
Yokosuka, Japan
Bangkok, Thailand
Bupyong, Republic of Korea
Busan, Republic of Korea
Camp Carroll, Republic of Korea

Types of Jobs Held:

Property disposal specialists, environmental specialists, environmental technicians, supply support specialists, warehousemen, contract specialists, contract technicians, planners, resource analysts and administrative specialists.



The Document Automation & Production Service facility on Kadena Air Base, Okinawa, Japan, is co-located with Air Force members to ensure timely support of customer requirements.

CLICK TO PRINT

Story and Photos by Heather Athey

In the Pacific area of responsibility, where warfighters measure distances by hours of flying time rather than miles, accessing customized document solutions is as easy as logging into a Web site.

“We’ve extended our capabilities both physically and virtually,” said Bobby Kadomoto, the Document Automation & Production Service’s Pacific Office director. “DAPS, as the Defense Department’s document solutions provider, has facilities on-site with warfighters at sites in Hawaii, Alaska, Guam, Japan, Okinawa, Korea and the Far East so we can get them the document solutions they need in a timely manner.”

Those document solutions range between bulk printing and warehousing of documents like aircraft maintenance technical manuals and material data safety sheets for use in warehouses, to on-demand output from paper copies or digital files. DAPS also converts hard-copy files to digital documents and offers electronic data-management solutions to help customers keep track of their files and incorporate them into larger information systems.

All DAPS services can be ordered online, meaning the production service can be anywhere warfighters are, as long as they have access to the Internet, said Claire Terada, DAPS Pacific Office deputy director.

Earlier this year, the Navy’s Fleet and Industrial Supply Center at Naval Station Pearl Harbor, Hawaii, signed an agreement with DAPS for electronic document-management solution services. The project involved scanning and converting time and attendance records into digital files.

“Currently, FISC Pearl operates under the Navy’s Enterprise Resource Planning system, which is an integrated business-management system that modernizes and standardizes Navy operations across the military service, like DLA’s Enterprise Business System,” Kadomoto said. “However, despite those attributes, the Navy ERP doesn’t allow electronic storage of FISC Pearl personnel documents.”

Under the agreement, DAPS is providing a document repository that aims to give the FISC employees a more efficient way of accomplishing their tasks via a Web-enabled platform.

“Using the DAPS system will improve FISC Pearl’s office storage, retrieval and interface processes as outlined in their system requirements,” Kadomoto said.

Although the production service is still in the process of



ON THE MOVE

scanning and converting documents, Gayle Miyamoto, a support services supervisor at FISC, said the system will expand the Navy ERP's archive capability. But the biggest benefit, she said, will be space savings.

"All the documents will now be in the system and not in our file cabinets. Researching and retrieving information will be done faster and easier," Miyamoto said.

The software and hosting platform DAPS is providing to FISC is scalable to meet the Navy's changing needs and has a uniform design and technology so its use can be expanded across FISC Pearl, Kadomoto said.

In addition to its digital solutions, the DAPS Pacific Office also offers full-service graphic design and can turn out various printed guidebooks, brochures and posters for customers.

DAPS has been on the job serving warfighters for more than 55 years, and Kadomoto said he expects the production service will continue to expand its product offerings to match customers' emerging needs.

In the future, Kadomoto said, DAPS plans to maintain its onsite support to warfighters by moving some of its forward facilities to sites slated to receive troop increases as part of projected force restructuring in mainland Japan, Okinawa, Guam and Korea. The service currently has five facilities on mainland Japan and two on Okinawa, one co-located with the Air Force on Kadena Air Base and one with the Marines on Camp Foster. The Camp Foster office is expected to follow the Marines as they move north to Camp Hansen.

"Because the majority of our on-site operations are manned by just a few employees, we can have more sites co-located with warfighters," Kadomoto said. "We're exploring all the ways we can keep our services in line with what customers want and provide the quality customer service DAPS has become known for." 🇺🇸



Two employees of the Navy's Fleet Industrial Supply Center Pearl Harbor, Hawaii, learn to use a Document Automation & Production Service-provided electronic document-management solution which archives personnel documents for easy storage and retrieval.

Document Automation & Production Service

Mission/Core Business:

The Document Automation & Production Service is responsible for document services within the Defense Department and Executive Branch agencies, including printing and high-speed, high-volume duplicating, and the procurement of these services from commercial sources. DAPS is the preferred provider of solutions for the conversion, retrieval, output and distribution of digital documents.

Number of Employees:

Civilian — 26

Local National — 35

Contractors — 5

DAPS Pacific Annual Revenue:

Approximately \$28 million

DAPS Pacific Facilities:

Alaska

Eielson Air Force Base, Fort Richardson, Fort Wainwright

Hawaii

Naval Station Pearl Harbor, Schofield Barracks

Guam

Naval Forces Marianas, Andersen Air Force Base

Mainland Japan

Fleet Activities Yokosuka, Yokota Air Base, Misawa Air Base, Fleet Activities Sasebo, Camp Zama

Okinawa

Kadena Air Base, Camp Foster

Korea

Yongsan Army Garrison, Camp Casey, Camp Walker, Osan Air Base

SMALL WORLD

Story by Jonathan Stack

Its area of operations may span more than 105 million square miles of ocean and cover thousands of islands with diverse and exotic cultures, but a staff of only 52 Defense Supply Center Philadelphia Pacific Region employees provides logistics and acquisition support to the theater's warfighters.

The group is the Pennsylvania-based supply center's forward command element in the Pacific. DSCP Pacific Region serves as the Defense Logistics Agency's lead for supplying troop-support items like food, clothing, medical supplies, and construction supplies and equipment to warfighters and other federal agencies.

"DSCP Pacific Region is an integral part in making sure that DSCP meets its commitment to deliver the best in troop support, the best product to warfighters and the best value for military services," said Navy Cmdr. Matt Ott, DSCP Pacific Region commander.

In addition to supporting warfighters' daily operations, DSCP Pacific Region also supplies products and logistics solutions for special operations and humanitarian and disaster relief efforts throughout the Pacific theater.

"At DSCP Pacific Region, we execute effective logistics support and unmatched end-to-end supply-chain management around the world every day," Ott said.

Part of what makes the DSCP Pacific Region so effective at its locations in Okinawa, mainland Japan, South Korea, Guam, Singapore, Diego Garcia, Hawaii, Alaska and Ecuador is the team's sense of urgency and dedication to excellence in all it does, Ott said. He also credits the leadership of DSCP Commander Army Brig. Gen. Gustave Perna with empowering the team to meet the combatant commanders' and DLA headquarters' missions in the Pacific.

"Commander Ott and his entire team have done an absolutely outstanding job serving as my 'eyes and ears' for troop-support issues in the Pacific arena. They understand customers and their needs and, by doing so, have proactively resolved issues in the most efficient and effective manners. They are force multipliers for the entire Agency," Perna said.

The Defense Supply Center Philadelphia Pacific Region is the Defense Logistics Agency's lead for supplying troop-support items like food, clothing and medical materials to warfighters in the Pacific theater, like the goods being delivered here to the aircraft carrier USS John C. Stennis during a replenishment at sea operation.

Navy Petty Officer 1st Class Denny Cantrell



ON THE MOVE

“Commander Ott has teams dedicated to customer support,” said Angel Colon, DSCP Pacific Region’s deputy commander for Operations.

He said one of Ott’s enhancements has led to the establishment of a hub-and-spoke procurement team staffed by contracting officers, known as Pacific Region Forward Buyers. The hub office is in Hawaii, and spoke offices extend and connect to Korea, Guam, and Yokosuka and Okinawa, Japan. A future extension is planned for Singapore.

“The Pacific Region Forward Buyers initiative has proven to be an effective methodology for DLA to expand overall forward support within the area of responsibility,” Colon said.

The contracting officials are using DLA’s Enterprise Business System to expand procurement within the Pacific Region. Being on site with customers enables buyers to chase down requirements faster and be part of the customers’ strategic planning process instead of waiting for customers’ orders to come to them through the system. The requirements are then fed into EBS by forward logistics specialists.

“The ability to feed requirements into and generate timely procurement response out of EBS has expanded DLA’s reach and truly enables real-time customer response,” Ott said. “There is no substitute to meet, hear and tailor a logistics solution to someone who needs help in your region.”

Ott also embedded forward logistics specialists and buyers with customers like the Army’s 25th Infantry Division, located at Schofield Barracks, Hawaii, and facilities on Naval Station Pearl Harbor, Hawaii.

“This allows us to truly work alongside our customers and be called upon to meet large-scale customer requirements,” said Navy Petty Officer 1st Class Kevin Howard, a DSCP Pacific Region forward logistics specialist. “It is much easier to integrate proposed logistics solutions when the relationships and ties are as strong as the ones we share in the Pacific.”

Ott said DSCP Pacific’s largest duty is supporting warfighters, and his team executes their troop-support mission with a sense of urgency.

“They deserve our best support — there are no chances for do-overs. We take great pride and know the full capabilities within big DLA; we truly enhance outcomes for warfighters,” Ott said. “Successful outcomes are the gauge of successful support.”

Members of the DSCP Pacific Region team not only get to know their customers, they deploy with them as emergency-essential personnel for exercises and in the event of real-world crisis support.

“They trust us and want us along,” Howard said. “We provide tailored logistics solutions of supreme value.”

Ott said he encourages his team to be innovative, think creatively and design processes that always deliver top-notch support.

“Making troop support the best includes making sure we execute with a sense of urgency and that we deliver to our word — 100 percent of the time,” Ott said. 



Defense Supply Center Philadelphia Pacific Region

Mission:

Troop support executes effective logistics support, end-to-end supply-chain management around the world everyday, 24/7.

Intent:

We execute proactive solutions tailored to Pacific customers. We conduct ourselves professionally and act with a sense of urgency. We understand the mechanics of our business. We constantly innovate to provide a response worthy to enhance mission effectiveness and in concert with proper financial stewardship. We are empowered to take actions that deliver unmatched logistics capabilities to the fight.

Number of Employees:

Military — 9
Civilian — 52
Local National — 9

Projected Annual Sales:

Approximately \$ 1.4 Billion

Forward-Deployed Offices

Hawaii
Alaska (Elmendorf Air Force Base, Fort Wainwright)
Guam (Apra Harbor, Andersen Air Force Base)
Mainland Japan (Yokosuka, Sasebo, Iwakuni)
Okinawa, Japan (Kadena Air Base, Camp Kinser)
Korea (Camp Humphreys, Camp Carroll)
Singapore

Types of Jobs Held:

Dining facility/galley liaison, Army & Air Force Exchange Service/Navy Exchange clothing and textile liaison, overseas Subsistence Prime Vendor Program liaison and contracting officer’s representative overseas, Medical Prime Vendor Program liaison, produce buyer, quality assurance leader, procurement analyst, forward logistics specialist.



PRIME POSITION

Story by Beth Reece
Photos by Heather Athey

Of 25 worldwide distribution depots operated by the Defense Logistics Agency, just four of them are responsible for supplying customers spread across more than half of the planet.

“The main thing that differentiates our mission in the Pacific is the sheer size of the region, which encompasses 100 million square miles and covers 51 percent of the Earth’s surface,” said Robert Hauseman, lead strategic planner for the Defense Distribution Center.

From its headquarters in New Cumberland, Pa., DDC oversees four major depots — one each in Hawaii, Korea, Japan and Guam — that store and distribute supplies to forces throughout the Pacific region.

“Each has its own specific mission and unique set of customers. Soldiers in Korea requisition and consume different items than do Airmen on Guam. Likewise, Sailors in Japan and Hawaii have their own special needs,” Hauseman said. “Much

preparation and work goes into making sure each site stocks the items most in demand with their customers.”

The distribution mission at sites throughout the Pacific is typically sustainment-oriented, said Navy Cmdr. Michael Hansen, also a DDC strategic planner.

“Repair parts are what we’re stocking most at our forward depots, along with some building materials — things our customers need on a routine basis,” he said.

“We work very closely with component commanders to try to anticipate what the demand is going to be and where material will be needed, so we can optimize the stock we have in our forward depots,” Hansen added. “And I think one of the things we do in the Pacific, probably more than in other locations, is we plan for potential contingencies.”

In areas like South Korea, for example, forces must be ready — and properly equipped — to face dangers posed by communist North Korea.

Defense Distribution Depot Yokosuka, Japan, is DLA’s largest overseas distribution facility. It supports warships of the USS George Washington Carrier Strike Group, the USS Essex Expe-



ON THE MOVE

The Defense Distribution Depot Guam, Marianas, is a mostly contractor-run operation supporting various ships home-ported in the southwestern Pacific Ocean and forward-deployed Air Force and Army units.

ditionary Strike Group, and major Defense Department industrial shore commands and bases throughout Japan, Singapore, Diego Garcia and the Middle East. It also has detachments co-located with customers on Okinawa and in Sasebo, Japan.

Defense Distribution Depot Pearl Harbor, Hawaii, distributes to 27 home-ported ships and submarines and 26 major industrial shore commands, as well as transitional battle groups.

Defense Distribution Depot Guam, Marianas, supports various ships home-ported in the southwestern Pacific, including submarine tenders, submarines and supply ships, and forward-deployed Air Force and Army units.

The Agency's newest distribution center, Defense Distribution Depot Korea, at Camp Carroll, was established in January 2005.

"Command and control is very difficult in the Pacific because of the time differences and geography of these locations," Hansen said, adding that even weekly telephone conferences can cause conflicts.

"To make sure we have a time that's reasonable for everyone, we usually do teleconferences at 7 p.m. New Cumberland time, because it's 8 a.m. in the morning of the next day in Korea and Yokosuka," he said.

The vast distance between customers and depots is also a challenge in the Pacific, such as with Marines on the island of

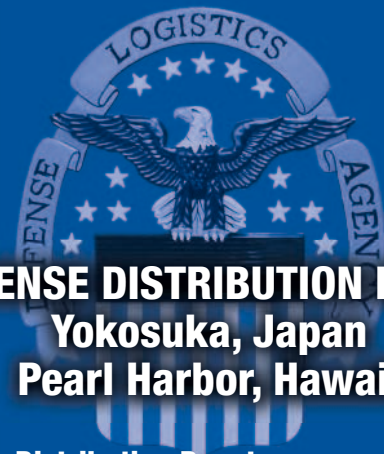
Okinawa, southwest of mainland Japan.

"We spent years trying to figure out a way to get things to Marines on Okinawa faster, cheaper and easier. No matter what we did, the best we could do was improve the margins — no real dramatic improvement."

To better support Okinawa customers, the Yokosuka depot stood up a detachment on Okinawa in April 2008.

"The benefits we're getting now include timeliness, because the material is located right there with customers, and lower transportation

Material is packed on pallets and staged in preparation for loading on trucks at the Defense Distribution Depot Guam, Marianas. Defense Distribution Center planners stock mainly sustainment-oriented items like repair parts and some building materials at the center's forward depots serving customers in the Pacific area of responsibility.



DEFENSE DISTRIBUTION DEPOT Yokosuka, Japan Pearl Harbor, Hawaii

Defense Distribution Depot Yokosuka, Japan

Mission:

Provides joint distribution support throughout the Western Pacific, Indian Ocean and the Persian Gulf. Primary customers include the warships of the USS George Washington Carrier Strike Group and the USS Essex Expeditionary Strike Group.

Number of Employees:

Military — 34
Civilian — 32
Local National — 348

Inventory Value:

Approximately \$322.3 million with about 65,002 line items

Storage Space:

20 buildings with a covered storage capacity of 2.9 million usable cubic feet

Defense Distribution Depot Pearl Harbor, Hawaii

Mission:

Provides physical distribution support for 27 home-ported ships and submarines and 26 major industrial/shore commands, as well as transitioning battle groups.

Number of Employees:

Military — 6
Civilian — 81

Inventory Value:

Approximately \$296.3 million with about 53,236 line items

Storage Space:

17 buildings with a covered storage capacity of 2.4 million usable cubic feet

“We work very closely with component commanders to try to anticipate what the demand is going to be and where material will be needed, so we can optimize the stock we have in our forward depots.”

— Navy Cmdr. Michael Hansen

costs, because we can ship things as opposed to flying them in at the last minute,” he added.

Likewise, the depot in Korea is working with the Army’s Material Support Center, Korea to consolidate stock and functions on the Korean peninsula at Camp Carroll.

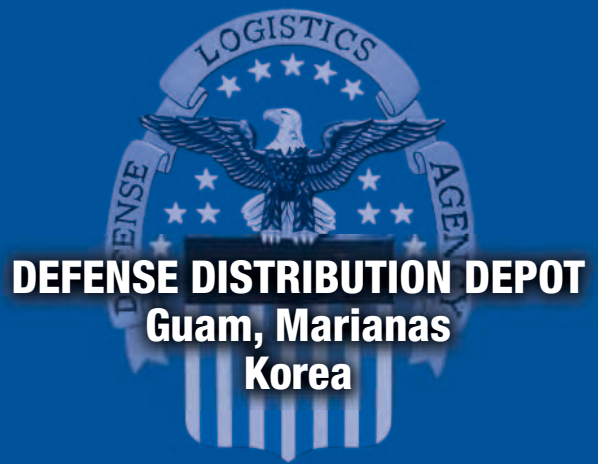
“The intent is to minimize redundancies and establish a single activity for storage and issue of stock in support of U.S. Forces Korea,” Hauseman said.

With U.S. Pacific Command officials currently discussing changes in military strategy and troop locations, Hansen said the Defense Logistics Agency’s footprint there is likely to shift as troop movements occur in upcoming years.

“It looks like the numbers of troops are going to change at several locations. We’re looking now at how we can continue to provide the same level of support, especially in this budget-conscious time,” he said. “We’ll continue to customize our support to warfighters’ benefit.”



A worker at the Defense Distribution Depot Guam, Marianas, checks an inventory list in the depot’s chemical storage area. The depot is poised to continue its level of support as approximately 10,000 Marines reposition from Japan to Guam over the next several years.



Defense Distribution Depot Guam, Marianas

Mission:

Provides distribution support to various ships homeported in the Southwestern Pacific, including submarine tenders, submarines and supply ships.

Number of Employees:

Civilian — 15
Mostly a contracted operation

Inventory Value:

Approximately \$21.9 million with about 12,000 line items

Storage Space:

5 buildings with a covered storage capacity of 249,951 usable cubic feet

Defense Distribution Depot Korea

Mission:

Provides fast-moving DLA-managed items and Army-managed items via local issue to support warfighters throughout the Korean peninsula.

Number of Employees:

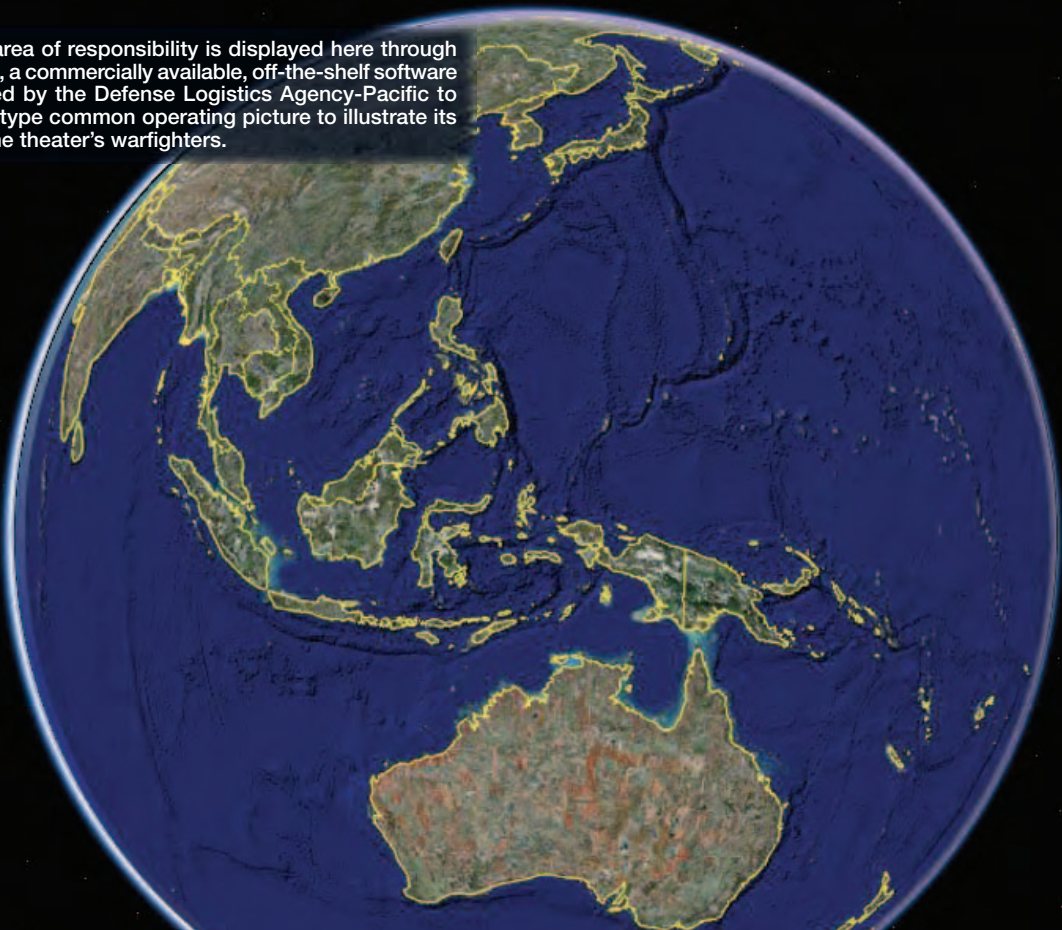
Military — 1
Civilian — 12
Local National — 76

Inventory Value:

Approximately \$51.1 million with about 30,431 line items

Storage Space:

5 buildings with a covered storage capacity of 227,308 usable cubic feet



The Pacific area of responsibility is displayed here through Google Earth, a commercially available, off-the-shelf software package used by the Defense Logistics Agency-Pacific to build a prototype common operating picture to illustrate its support to the theater's warfighters.

PICTURE THIS

Story by Heather Athey

A common operating picture helps the Agency complete its mission, whether that's sustaining daily operations, planning for contingencies and exercises, or conducting humanitarian assistance in theater

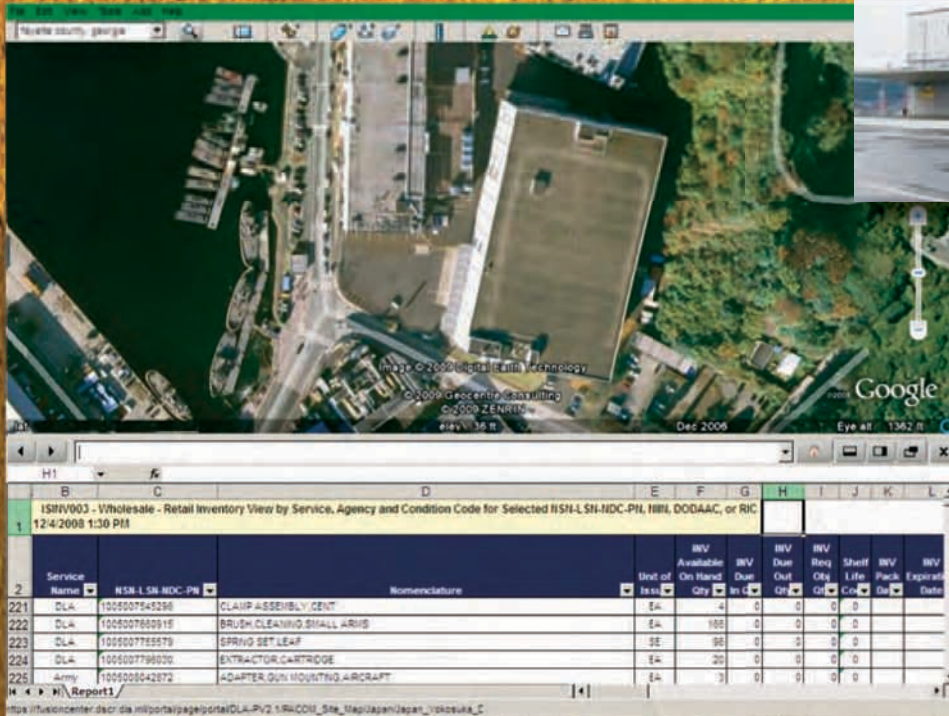
It's simple: use a computer mouse to draw a circle anywhere on a picture of the globe.

As soon as that circle is complete, powerful Google Earth software reaches into a database to find all the data for the geographical points inside the circle and returns it in under 30 seconds.

"It's easy, it's fast, and it's so simple my kids can do it," Marine Lt. Col. John Turner, chief of operations and exercises in the Defense Logistics Agency's Pacific Logistics Operations Center, said of the

program and its accompanying search engine, with which he and his team of planners have built the prototype for the Pacific theater's new common operating picture.

Common operating pictures are mainstays in the military services — large planning staffs create ways to show general officers the assets and forces available on the battlefield, in theater and in reserve. For many years, this was done using overhead projectors and acetate maps, but advances in geospatial technology and the



The Defense Logistics Agency-Pacific's common operating picture allows users to plot pushpins on a map of the blue planet. By clicking on the pushpin, users can access Agency data, including information from its Asset Visibility System, so they can quickly find items warfighters need. (Inset photo) In addition to satellite imagery of Agency sites, users can also load images to the common operating picture to further illustrate a briefing, as was done with this street-level photo of DDYJ.

widespread availability of inexpensive software programs are allowing DLA's Pacific-based planners to bring near-real-time data to the table as they support the Agency and the military services.

"A geospatial product lends itself to the tactical, operational and strategic levels of warfare because it creates a common operating environment. You have to have the common environment to create the common operating picture, and the rub is, if you have 50 different operating environments, you don't have a COP," said Air Force Lt. Col. Ed Martinez, a planner in the PLOC.

A common operating picture helps the Agency complete its mission, whether that's sustaining daily operations, planning for contingencies and exercises, or conducting humanitarian assistance in theater. Soon after taking command of the Agency's Pacific operations, Army Col. Bill McCarver directed his planners to develop a COP that would enable him to have information on DLA's assets in theater at the touch of a button.

"Colonel McCarver's challenge to us was to provide him a no-cost operat-

ing picture with in-house labor and an 'I needed it yesterday and I don't have any extra money to give you' mentality," Martinez said.

What the staff did was use a commercially available, off-the-shelf technology and customize it for the Agency's use — all without any additional manpower or funding.

"It's almost limitless, which makes it very exciting. For us, logistics is just another layer in, say, 15 layers of different types of data. There are opportunities to represent federal, state, local and international points of interest, Defense Department assets, commercial infrastructure and multinational capabilities — you get to see all the things that must happen in order for DLA to provide support on one screen," Martinez said.

The PLOC's operating picture allows planners to plot pushpins on the map to show DLA sites. Upon clicking that pushpin, the user can see what military commands each site supports and the assets associated with it. For example, if a pushpin indicates a warehouse, users will be able to see exactly what commodities

currently reside in that warehouse because the software is intended to enhance DLA's total asset visibility.

The benefits are invaluable when a customer has an urgent request for an item or if a storm damages a warehouse facility, Martinez said.

"In a recent case, a warehouse at the Defense Reutilization and Marketing Office [at Barber's Point, Hawaii] sustained damage during an especially strong storm. Using the COP, we were able to take photos of the damage, load those into the software and create a profile of the event, which was then used to brief leaders on the situation," he said. "We were able to show everything — the roof damage, the impact water had on the assets in the warehouse and even what individual items were damaged."

Even farther, the COP renders information from the Asset Visibility system allowing planners to see items down to the national stock number in DLA's warehouses so they can quickly find what warfighters need. The information on each item even includes what parts can be substituted in the event a primary part is on backorder or unavailable.

"This is the equivalent of me creating a [Microsoft] Word document that is applicable to DLA. The whole COP is just a stack of Word documents, even though they may be interlinked to other locations," he said. "The files are just a way of staging something on the map of the blue planet."

Historically, DLA hasn't had a single common operating picture. Individual directorates and primary-level field activities select their own methods for analyzing data and briefing the Agency's leadership. At the Defense Department-level, the Joint Staff has worked on a common operating picture program for between 10 and 15 years, spending millions of dollars, but warfighters have found the product difficult to use, officials said.

The capability has been used in the

Southwest Asia area of responsibility to map locations of improvised explosive devices to ensure warfighters can avoid them. Other organizations have used the software for homeland defense, and individual states are also using it to represent their data. There are many “proofs of principle” out there, Martinez said.

“If you’re in a common operating environment and you create a common operating picture, what can we all have more in common than this wonderful, blue planet we’re sitting on?” he said. Usually, when an organization the size and scope of DLA implements a new information system, much work must occur behind the scenes to code and adapt

commercial off-the-shelf software for Agency use.

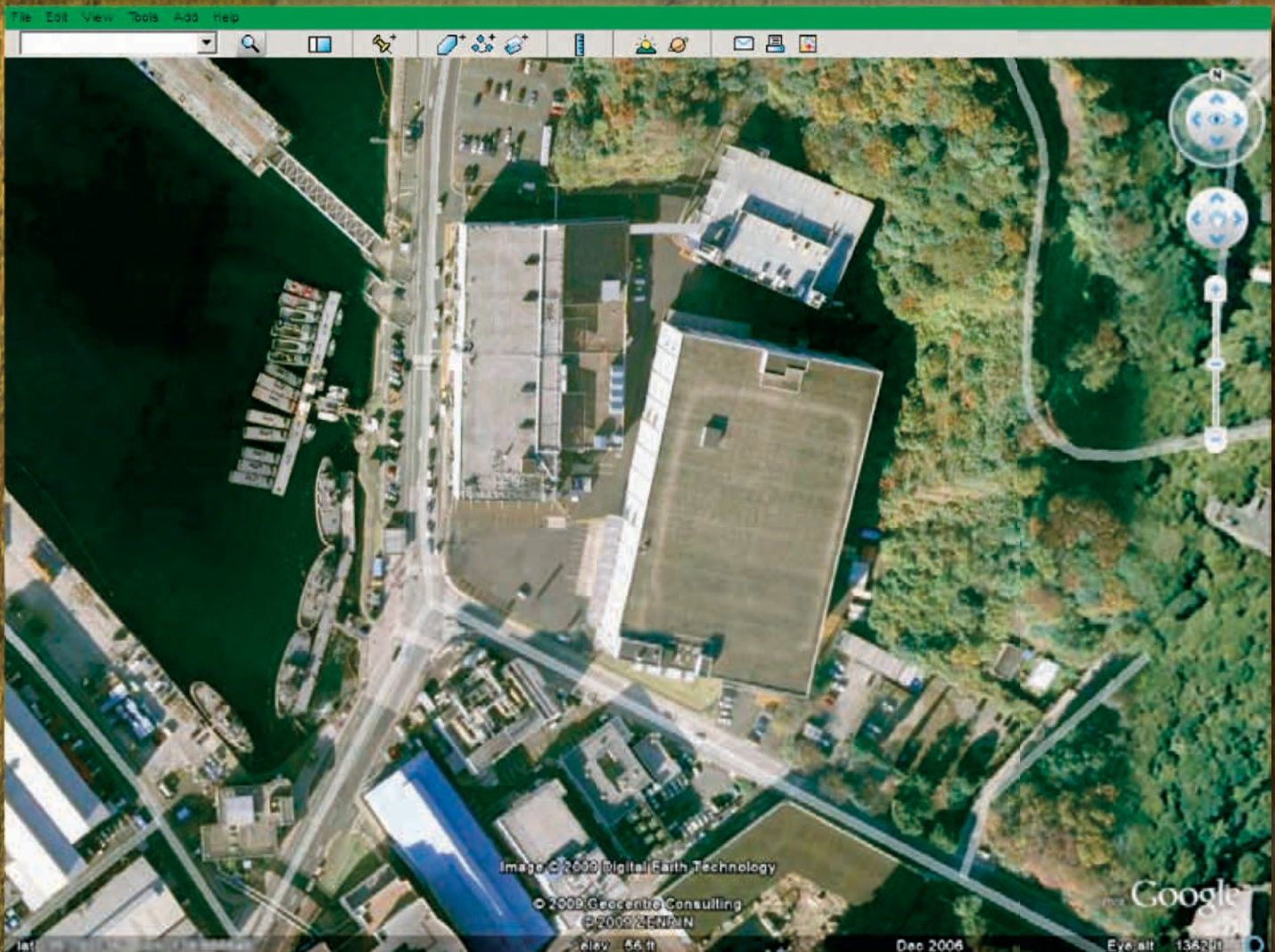
“We didn’t have to do any coding; we’re just manipulating a product that already has everything loaded into it,” McCarver said. “We’re just using the user interface, the front end, to make an existing program look like we need it to look and make it very DLA-focused.”

Security has been a concern with Google Earth in the past, but DLA-P’s use of the product and Agency data is protected behind a public key infrastructure-enabled firewall. The classified version of the COP exists only on DOD’s secure Internet.

“We’re really excited to do this, but we need the Agency to embrace the capability

here — the potential is tremendous,” McCarver said. “I’m a logistician, and it’s my responsibility to ensure that Soldier, Sailor, Airman or Marine operating over there in harm’s way has the best I can provide him. It would be negligent on my part not to have my staff use this product that is inexpensive and readily available to give them that world-class support.” 🌟

Drawing a circle on a geographic area using the Google Earth software will return information on all the geographic points inside the circle. Users of the Defense Logistics Agency-Pacific’s common operating picture can then see pushpins that coincide with Agency assets and facilities.



LONG-TERM RELIEF

Story by Jonathan Stack
Photos by Navy Petty Officer 2nd Class Joshua Valcarcel

In December 2004, the deadliest tsunami in recorded history devastated many parts of Asia and resulted in more than 150,000 deaths.

The aftermath brought about an increase in humanitarian operations, which officials said highlighted the importance of establishing relationships between the United States and Pacific-region host nations. The Pacific Partnership mission set was subsequently developed as an annual humanitarian civic-assistance mission to provide assistance like medical, dental, veterinary and engineering services in the host nations.

The Pacific Partnership mission differs from the humanitarian and disaster-relief assistance U.S. Pacific Command has provided in the past; it aims to improve the quality of life for host-nation citizens.

“Humanitarian assistance/disaster relief is the pickup game,” said Navy Adm. Robert Willard, U.S. Pacific Fleet commander. “That’s the operation that we’re engaged in when a typhoon strikes or mudslides occur or a volcano erupts or other natural or man-made disasters call for us to respond.”

This year’s Pacific Partnership 2009 mission included participation by military, government and civilian agencies from Australia, Canada, New Zealand, Singapore, Tonga and the United States. These workers visited Kiribati, Republic of the Marshall Islands, Samoa, Solomon Islands and Tonga. The projects included a solar power system to the Republic of the Marshall Islands, solar panels and about 20,000 pairs of reading glasses to Samoa, rollup-style doors to Tonga, medical support for more than 30,000 people in Guadalcanal Republic of Solomon Islands, and the flagship project, replacement of a vehicular bridge on Tarawa in Kirabati.

Defense Supply Center Philadelphia Pacific Region — the Defense Logistics Agency’s Pacific-theater lead for troop-support items like food, clothing, tents, and medical and construction supplies — played a major role in Pacific Partnership 2009, which runs from June 29 through Sept. 29.

In the previous year, Navy Cmdr. Matt Ott, DSCP Pacific



The Military Sealift Command dry cargo ship USNS Richard E. Byrd moves cargo across decks to a Samoan shipping vessel that will help ferry medical and engineering equipment ashore for Pacific Partnership 2009, an annual humanitarian civic-assistance mission. The Defense Supply Center Philadelphia Pacific Region provided construction supplies in support of the mission.

Region commander studied the Pacific Partnership mission requirements and knew his team could be mission enablers. He said he reached that conclusion because procurement of construction and medical supplies was being outsourced by the U.S. Navy, which led to sourcing problems, inadequate product quality, delays in timely project completion and increased costs.

This year, Ott offered a solution — permit DSCP Pacific Region to address Class I (subsistence), IV (construction materials) and VIII (medical materials) item issues from beginning to end.

“As DSCP’s forward presence in the Pacific, we are uniquely

positioned to extend and connect our troop-support programs to meet total needs,” Ott said. “Our programs aim to provide the quality products demanded at the correct delivery location, on time and all at lowest costs.”

Ott said DSCP Pacific is a dedicated single face to the customer, which is in line with DLA Director Navy Vice Adm. Alan Thompson’s intent to bring the Agency’s capabilities closer to warfighters and integrate them into the military planning process.

“Our logisticians for Pacific Partnership 2009 are currently co-located with key customers throughout the Pacific region including U.S. Pacific Command, U.S. Pacific Fleet, 1st Naval Construction Division Pacific and the Fleet and Industrial Supply Center,” Ott said. “We have executed sound planning and now are assisting in the execution aspects of the mission.”

Planning for the Pacific Partnership 2009 mission began in October 2008 and, Ott said, DSCP Pacific representatives were present every step of the way.

“By participating in every aspect of planning, including sending DSCP Pacific Region logisticians to each country during the pre-deployment site surveys, we forged our own partnership with customers based on trust and confidence,” Ott said. “As the Defense Department’s premier logistics provider, we understand the true nature of their requirements and, therefore, can deliver.”

The pre-deployment site survey teams conducted detailed logistics assessments of each country with regard to the capabilities of the local economy to support local procurement and its ability to host naval vessels.

Ott said the most challenging aspect of providing support was an unanticipated schedule change due to an H1N1 influenza virus outbreak on the USS Dubuque. Initially the Dubuque was scheduled to carry on the Pacific Partnership mission set from start to finish, but was pulled from the mission because of the outbreak. The USNS Amelia Earhart and USNS Richard E. Byrd, two of the Military Sealift Command’s six dry cargo/ammunition ships and part of the 40-ship Naval Fleet Auxiliary Force, worked in the Dubuque’s place to complete Pacific Partnership 2009.

“As a result, our logistics plan required short-fuse changing,” Ott said. “Due to the flexibility of our recently established DSCP Pacific Region Procurement Office, we were able to also meet changes when numerous visit sequence orders in [the assistance area] also changed.”

DSCP Pacific Region’s support allowed mission planners to increase the number of engineering projects they could complete in

Mark Coussens, a dentist from the University of California, San Diego, and Canadian Army Cpl. Katarina Vasic, a dental technician, provide treatment to a local man during Pacific Partnership 2009. Defense Supply Center Philadelphia Pacific Region provided medical supplies in support of the mission.

any given country by helping them budget with a higher degree of accuracy than during previous missions.

“As Seabee [Navy construction battalions] teams arrive, work can begin on day one because they can rely on material we provided to be pre-staged, ‘kitted’ and on-site to support their defined projects,” Ott said.

Ott said the end result is that the Pacific Partnership 2009 mission commander and his staff didn’t need to spend time tied up with logistical and procurement concerns and were able to concentrate on other aspects of the mission, such as integration of nongovernmental organizations, allies, host-nation support and associated public affairs elements.

“DSCP Pacific Region is likely to be the source of choice for Class IV and Class VIII items again next year,” Ott added. “These enhancements are in addition to coordinating and providing the daily food supplies for the mission.”

The organization sourced more than 3,000 Class IV and VIII line items valued at about \$2.8 million for this year’s mission.

“The contributions of the DSCP Pacific Region team in supporting Pacific Partnership 2009 logistics requirements have been outstanding. From planning to execution, their participation and the subsequent value added has been immeasurable,” Navy Rear Adm. Thomas Traaen, the U.S. Pacific Fleet’s deputy chief of staff for logistics, fleet supply and ordnance, said in an article on the subject in *Seapower* magazine. “They have been 100 percent invested.”

The team’s exceptional inventory oversight and global-level supply-chain management was nothing short of outstanding, he said.

“DSCP Pacific Region’s revolutionary approach to in-country procurement using their recently established contracting office has strengthened national partnerships, contributed to local economies and maximized the ability of the commander to successfully carry out his mission,” Traaen said. 🇺🇸





Navy Yard Facility Commemorates Anniversary of North Pole Exploration

One hundred years ago, Navy Rear Adm. Robert Peary and Matthew Henson claimed they were the first explorers to reach the North Pole. This year, more than 20 descendants of the two men, along with representatives from the Navy, the Explorers Club – an international multidisciplinary professional society dedicated to the advancement of field

research – and the National Geographic Society gathered at Arlington National Cemetery at the explorers' adjacent grave sites to commemorate the 100th anniversary of their achievement.

At the request of Naval Facilities Engineering Command, the Washington Navy Yard facility of the Document Automation & Production Service printed commemorative documents including color brochures, post cards and programs used at the wreath-laying ceremony at the cemetery. The Navy Yard facility is administered by the DAPS Washington, D.C., Office group.

— Keith Beebe
Document Automation & Production Service
Public Affairs Officer

Quality Control

Capt. Samuel Borey, a military aviation technical support officer in the French Defense Ministry's Joint Petroleum Service, receives a briefing on fuel quality controls from U.S. Air Force Tech. Sgt. Joseph Major, noncommissioned officer in charge of the Fuels Management Flight Quality Lab at Langley Air Force Base, Va. A 10-day tour hosted by the Defense Energy Support Center allowed Borey and another French officer, Lt. Col. Jean-Nicolas Noviant, an operations support office manager, to benchmark areas of common interest in petroleum, oils and lubricants support operations, to include petroleum operations, quality surveillance and operations planning.



Soldiers Get Replacement Items in a Snap

Deployed Soldiers can now order two new clothing items through the Defense Supply Center Philadelphia's Army Direct Ordering Program. The Flame-resistant Army Combat Uniform and the Improved Physical Fitness Uniform became available for order through ADO this spring.

Made of a cloth known as Defender M — a blend of flame-resistant rayon, Para-Aramid and nylon fibers — the flame-resistant uniform can be ordered, shipped and received through the program in about 21 days, officials said.

"In the past few years it has become clear that our deployed service members need to be protected from flash burns caused by improvised explosive devices and other enemy weapons in the field," said Susanne McHale, supervisor of the battledress uniform integrated supplier team that partnered with industry to make available a flame-resistant version of the combat uniform.

The new Physical Fitness Uniform features a long sleeve t-shirt and a modern workout jacket and pants, all of which are made of high-performance, wind-resistant, moisture-wicking fabrics. The jackets now feature reflective stripes, reinforced elbows, adjustable vents and a hidden back vent.

A Web-based ordering service run by DSCP, the Army Direct Ordering Program is accessible through Soldiers' Army Knowledge Online accounts and gives customers in such far-flung locations as Iraq, Afghanistan, Qatar, Kuwait and Djibouti the option to order more than 50 different uniform replacement items, ranging from Army Combat Uniforms to goggles, from the program's contractor, the Kentucky Logistics Center.

Deployed Soldier accesses the Internet and logs onto the Army Direct Ordering Program through Army Knowledge Online

Defense Supply Center Philadelphia

ARMY DIRECT ORDERING PROGRAM

Delivery is provided directly to the deployed Soldier

Order is processed through DSCP's Kentucky Logistics Center

Ordered items are packed and processed through the U.S. Postal Service

Defense Supply Center Philadelphia's Army Direct Ordering Program provides a direct connection for deployed Soldiers to order more than 50 uniform replacement items such as goggles, patches and Army Combat Uniforms.

"The ADO Program has been an outstanding success and a valuable benefit to Soldiers deployed to the U.S. Central Command area of responsibility, providing sustainment of clothing items, and organizational clothing and individual equipment," said Kenneth Gunn, KYLOC program manager. "Soldiers have the

ease of ordering from a Web-based catalog and receive an order that has been individually picked, packed and shipped to their location in theater."

— Kathy McPeak
Defense Supply Center Philadelphia
Corporate Communications

TEN QUESTIONS WITH...

Col. Bill McGarv

Defense Logistics Agency - Pacific commander discusses mission challenges and opportunities.

1. As a career Soldier with more than 23 years in uniform, what did you know about the Defense Logistics Agency prior to assuming command of its Pacific operations?

Looking back, I knew very little about DLA, mostly identifying it with supplying subsistence and limited repair parts, and I would have miserably failed a multiple-choice test on its various acronyms. As part of the team for two years, I have learned DLA is a tremendous combat multiplier with an extremely dedicated, professional work force. I would have been a more effective logistician had I known this earlier in my career, and that shows the importance of telling our story and working aggressively to educate customers on the Agency's capabilities.

2. What past experiences prepared you to command logistics operations in the world's largest theater?

Once I became a logistician, I spent most of my time in forward support battalions supporting heavy brigade combat teams. Successful

Defense Logistics Agency Photo



command and control in that environment requires a well-developed combat service support plan, coupled with clear commander's intent and ensuring both are disseminated to the lowest level. I employed the same process in developing our plan of attack for supporting the vast Pacific area of responsibility with dispersed

DLA capabilities — develop a plan, provide clear intent and then ensure my entire work force understands both and that they have my trust to move out and execute.

3. With much of DLA's focus on the Middle East, little visibility is given to operations in the Pacific. Why is this theater important?

Supporting two wars presents an incredible challenge and deserves to be everyone's main effort. However, the rest of the world has not taken a timeout while we are focused on Southwest Asia. Turn on the news and you see threats like North Korea's latest missile challenge, extremists in the Philippines, and political unrest in China. Six of the world's largest militaries are operating in the Pacific, and its economic importance cannot be understated. China, Japan, South Korea and India — all important trading partners — use the Pacific as their primary shipping lane for trade with the U.S. A threat in this region could have devastating economic effects on not only us, but the rest of the world.

Combat Multiplier

Pacific Area of Responsibility

Forward Buyers

Pacific

er

4. What do you believe is the most significant logistics challenge facing warfighters in the Pacific, and how is DLA responding?

The Pacific AOR is primarily an air/maritime theater, and because of the sheer size and scope of the area of operations, the biggest challenge is overcoming the distance. The primary lines of communication are by air and sea, and this is compounded because DLA does not have a fixed infrastructure or personnel in much of the AOR. DLA-Pacific is working to overcome these challenges by embedding planners at warfighting headquarters to ensure requirements and planning support are identified on the front end. This requires personnel growth in the form of planners, but such growth is an investment DLA can't afford not to make.

5. How is DLA perceived by the military services in the Pacific?

DLA has a great reputation across the military service components. Initiatives like the Defense Distribution Center establishing the Defense Distribution Depot Yokosuka, Japan, Okinawa Detachment, the Defense Energy Support Center standing up a field office on Guam, the Defense Supply Center Philadelphia's Forward Buyers and Pacific Partnership work, among others, have established trust with customers in the Pacific. They know DLA hears their requirements and is working to deliver solutions. We need to continue embedding ourselves and moving customer-facing personnel forward to further improve support.

There is widespread understanding of overseas operations in Europe and Southwest Asia because many have completed tours there, either in uniform or as civilians, but that's not always true for the Pacific. This can be a limiting factor as we make the case for additional resources.

The most rewarding aspect of my job is freedom to operate within the director's intent. The challenges in this theater are many, and overcoming them takes creative solutions. But being surrounded by some of the best logisticians in the business makes the process of developing and implementing solutions a pleasure.

6. What do you find challenging and rewarding about commanding operations so far away from the Agency's Fort Belvoir, Va., headquarters?

The biggest challenge is communication, and I'm not talking about time zone differences, although those certainly present a challenge. Sometimes it's difficult to communicate requirements because so many people lack experience in this theater.

7. You make an effort to educate visitors to DLA-Pacific extensively on the scope of the theater's mission – why?

It's my job to ensure DLA does not overlook the AOR because it is consumed by supporting operations in Southwest Asia. The Navy has turned over many of its operational



Partnership

DLA Branding

Embedded Planners

Demand Signals

For

TEN QUESTIONS WITH...

logistics capabilities to DLA and cannot prosecute its Pacific campaign without [the Agency's] support. That's a sobering thought in a predominantly maritime theater. I try to meet and travel with all DLA leaders when they visit the AOR to brief them on our problem set. Every time we have had visitors, the feedback has been overwhelmingly positive, and we encourage folks to come our way.

8. One of your initiatives has been to brand the Agency's Pacific organizations under the DLA umbrella. What was behind that decision?

If you visited various DLA field offices on Oahu, Hawaii, two years ago, each had a different sign prominently identifying its higher headquarters — DSCP, DDC, the

DLA has a great reputation across the military services . . . They know DLA hears their requirements and is working to deliver solutions

Document Automation & Production Service, etc — with little to no overall DLA identification. This caused several problems because most DLA customers don't know the various "alphabet soups" that make up the Agency and much of our work force had a stovepipe mentality. The DLA-Pacific Region leadership team decided to change this and agreed upon common signage for all field offices that displayed the DLA-Pacific Region brand. We educated our work force that each of us represents all DLA capabilities, regardless of our particular area of expertise. Today, if a customer comes into a DSCP office with a fuel question, someone gets him to the right DESC office that can work his problem. Customers know if they find an office with the DLA-Pacific Region brand they will get their logistics solution. Our customers and leadership have endorsed this "one DLA" approach, and I believe we have institutionalized this with our Pacific work force.

9. What's the one thing you would like every Agency employee to know about DLA's operations in the Pacific theater?

The Pacific is a dynamic and challenging theater with a great DLA work force that represents the Agency positively. I encourage people to think about doing a tour in this AOR; they would find it professionally and personally rewarding.

10. What do you see as the future for DLA in the Pacific?

There is tremendous business opportunity in the Pacific in the near and long term. The relocation of the 3rd Marine Expeditionary Force and its subordinate headquarters from Okinawa to Guam is expected to generate more than \$11 billion in new construction, not counting sustainment business to follow. It is imperative DLA get its footprint there now so we are there when warfighters need us. Guam is just one example of growth across the AOR. Long term, it is essential that DLA embed in the warfighters' future planning process. Because the services are divesting more and more of their logistics capabilities to DLA, it's imperative we be part of the planning process to assist in logistics estimate development and identify demand signals at the earliest opportunity so we can keep warfighters ready. 🇺🇸

BUILDING BLOCKS

Story by Beth Reece



Soldiers deployed to Afghanistan, like these from the 561st Military Police Company, based at Fort Campbell, Ky., are being supported by the Defense Logistics Agency with everything from food and lumber to air conditioning units and fuel.

— Photo by Marine Sgt. Pete Thibodeau



Afghanistan's rugged terrain and roadside bombs have made providing material there a major challenge for the Defense Logistics Agency.

Building Blocks

The harshest logistics environment on earth: That's how Navy Cmdr. Trent Kalp describes Afghanistan's bomb-laden dirt roads and craggy mountain ranges.

"We have a saying in the office that everything here is hard. We're land-locked, with no seaports and poor roads. There's also a knowledgeable enemy out there who knows logistics is key to the fight, so our food and fuel trucks are being targeted," said Kalp, commander of the Defense Logistics Agency's Support Team-Afghanistan.

DLA employees have been working since winter to supply material for eight new forward operating bases and more than a dozen small combat operating posts that will be home to nearly

20,000 troops who deployed to southern Afghanistan during the summer.

Working seven days a week, sometimes at 16-hour stretches, DLA support reps deployed to Bagram Air Base and Kandahar Airfield are reaching back to the Agency's supply and distribution centers daily to orchestrate logistics support for the buildup.

Food, lumber, tents, cots, bunk beds, air conditioning units, repair parts, electrical and plumbing parts, fuel — almost everything the troops need, DLA is sourcing it.

A map of Afghanistan illustrates the country's lack of infrastructure and seaports — both major challenges the Defense Logistics Agency faces as it provides material for troops there.

The Defense Logistics Agency began working last winter to supply material for nearly 20,000 troops — like Marine 1st Sgt. Robert Pullen from the 8th Marine Regiment — who deployed to new forward operating bases and small combat operating posts in southern Afghanistan during the summer.



— Photo by Marine Sgt. Pete Thibodeau

“The amount of construction going on here and the amount of material being used is just phenomenal,” said Kalp, who is deployed from the Agency’s Defense Supply Center Richmond, Va. “DLA worked way ahead of the power curve to pre-position construction material in theater, and supplies continue flowing in. Every day just gets busier and busier.”

Building an Infrastructure

In June alone, more than 1,000 containers of construction material — all of it provided by DLA’s Defense Supply Center Philadelphia — were received through

“The amount of construction going on here and the amount of material being used is just phenomenal.”

— *Navy Cmdr. Trent Kalp*

the newly opened Northern Distribution Network and sent south to U.S. Marines, Kalp said.

More than 5,000 of 13,000 re-locatable buildings, or RLBs, had also arrived in Afghanistan by early June, he added. Resembling shipping containers much like those used to haul goods along U.S. highways, RLBs are built specifically for housing and can be connected to create “trailer cities.” Their collapsible sides

make them easy to stack and ship.

Shower and latrine trailers have also been sent to the theater, as well as air conditioning units for tents and the more sophisticated RLBs.

“You can’t just buy the ‘house.’ You’ve got to connect these living spaces to the electrical, sewer and water grids,” DLA-Central Deputy Commander Bill Bennett said. “And you can’t have power unless you generate it, so we’re sourcing generators, too.”





Engineers in Afghanistan install wiring on new living quarters, known as relocatable buildings, which were provided by the Defense Logistics Agency.

DLA is even providing well completion kits that engineers need to tap wells for potable water, he added.

“If you think about what it takes to build a city to house all the people who live in it, that’s what we’re doing,” Bennett said. “We’re also providing cables and conduits to wire living spaces for telephone and Internet service.”

When engineers discovered they needed additional electrical and plumbing materials, they came to DLA believing the Agency could quickly respond, said Army Maj. Joseph Faris, who deployed to Afghanistan in January from the Defense Distribution Center.

“They believed we’d be able to get these items fast, and we did manage to get a tremendous amount of material for them,” Faris said.

With thousands of troops southbound — far from the food distribution network

already in place in Kabul — DLA established an air distribution hub to move Supreme, the sole supplier of food for U.S. forces in Afghanistan, closer to customers. The hub is at Camp Bastion, the United Kingdom’s base adjacent to the U.S. Marines’ Camp Leatherneck, in Helmand province.

Faris worked closely with his British counterpart, navy Cmdr. Richard Whalley, of the United Kingdom Joint Forces Support Headquarters, to establish the air distribution hub.

“Supreme had been getting food into southern Afghanistan using a combination of trucks, airplanes and helicopters, but they couldn’t reach as many locations in a day as they needed to flying back and forth from Kabul,” Bennett said.

When the air hub opened for its first day of business on June 1, 11 missions were flown without incident.

“Supreme has sustained some significant casualties in the last years — hundreds of casualties, while getting our people fed,” Bennett added.

Even the matting used to construct airfield runways was provided by DLA distribution centers in Kuwait and Susquehanna, Pa.

“With these square aluminum panels, you can build an airport where there was once just sandy desert,” Bennett said.

Supplying a growing force in southern Afghanistan is difficult enough without modern roads, but limited routes to get goods into country make it even harder, said Navy Cmdr. Michael Curran, a Defense Supply Center Richmond employee who spent February in Kandahar.

“One of the constraints was that we could not have military personnel in

“If you think about what it takes to build a city to house all the people who live in it, that’s what we’re doing.”

— *Bill Bennett*

Pakistan and we could not bring U.S. military vessels into the [Pakistani] port of Karachi,” Curran said.

By partnering with U.S. Transportation Command and Military Surface Deployment and Distribution Command, Curran was able to track the shipping status of items in the pipeline and give commanders “some level of predictability” on when their material would arrive.

“We had a very complex schedule and short lead times to get the initial bases up and running to what we call ‘initial operating capability’ so they were ready when the first troops arrived,” Curran said.

Sustaining the Force

DLA employees on the battlefield are now beginning to see the influx of troops for which they’ve spent six months preparing. After the units arrive, Kalp said, DLA’s focus is expected to shift from supporting the surge to sustaining it as military operations increase.

Customers will need parts for war-torn equipment and a way to dispose of other materials, so the Defense Reutiliza-

tion and Marketing Service is currently partnering with engineers to de-mine land for a new excess property center at Kandahar Airfield.

Navy Petty Officer 2nd Class Darrell Armstead, a Defense Logistics Information Service employee deployed to the Defense Reutilization and Marketing Office in Bagram, is already scoring rave reviews for supporting customers throughout the country.

“Armstead took it upon himself to get training from the ground maintenance guys here working on [Mine Resistant Ambush Protected vehicles], so he could go out to our DRMO yard here on base and find the spare parts needed to help get these vehicles back up and running,” Kalp said.

Armstead has helped put about 50 MRAPs back on the road, Kalp estimated, saving millions of dollars on parts that may have been destroyed or reutilized elsewhere.

“This is about building the base camps, then building the sustainment for the increase of forces and their equip-

ment,” said DLA Director Navy Vice Adm. Alan Thompson in a June interview with Military Logistics Forum.

“We’re moving material over predominantly dirt roads of several hundred miles, through high mountain peaks and under constant insurgent attack. It’s a big challenge, and we work closely with USCENTCOM and U.S. Transportation Command,” Thompson added.

As troops continue moving into southern Afghanistan, DLA’s presence there will also grow, Faris said. DLA Support Team-Afghanistan will maintain positions in Bagram, but several team members will be relocated to Kandahar to help plan a much smaller military expansion in the west.

DLA’s work in Afghanistan is a good example, Faris added, of how the Agency’s field activities work together for warfighters’ benefit.

“We do it everyday, but you don’t always see it,” he said. “Our customers are pleased with our support. They realize we are a national provider and we bring a ton to the table.”

Courtesy Photo



The Defense Logistics Agency provided matting used to construct airfield runways such as this one at Kandahar Airfield in Afghanistan.

RESTORING MEMPHIS

Story by Beth Reece



A current view of the former Defense Distribution Depot Memphis, Tenn., property.

Courtesy Photo

Cleanup efforts at a former Defense Logistics Agency depot in Memphis, Tenn., are proof the Agency is an environmental steward worth imitating.

Environmental restoration efforts at the former depot were praised as among the Defense Department's best this year, earning the Secretary of Defense's 2009 Environmental Restoration Award.

The depot was closed in September 1997 as a result of decisions made by the 1995 Base Realignment and Closure Commission, but the Defense Distribution Center, with headquarters in New Cumberland, Pa., has overseen the restoration program since 1993.

"Cleanup efforts at the former Memphis depot have always been aimed at protecting human health and the en-

Aerial view of Memphis, Tenn., shows vast areas under environmental restoration at the Defense Logistics Agency's former depot. More than two-thirds of the depot — 414 acres — have been returned to the Memphis community for reuse.

vironment in a timely, cost-efficient and responsive manner," said Michael Dobbs, chief of environment, safety and occupational health for DDC. "As we work to complete the final stages of cleanup, I can think of no better recognition as the site is transferred for community reuse."

One recent notable success stems from the use of thermally enhanced soil

vapor extraction, a fairly new technology that removed more than 15,000 pounds of contaminants from the former depot's soil. By cleaning up the soil so effectively, this method saved taxpayers \$2.5 million in groundwater cleanup that wasn't required and enabled DDC to meet restoration goals ahead of schedule, Dobbs added.



Courtesy Photo



Members of the Restoration Advisory Board discuss cleanup efforts at the former Defense Distribution Depot Memphis, Tenn.

Public briefings and community focus groups also helped make the restoration program a success.

“We met with the local people, sat with them and listened to their concerns with the goal of answering any questions they had. We also built relationships with community leaders, and I think we earned the trust of the community,” Dobbs said.

Memphis resident Ulysses Truitt is so confident the land is now clean he said he’d buy it himself if he had the money.

“It’s just that clean, environmentally. In fact, the buildings there are now fully occupied, with something to the tune of 1,400 employees working for private industry,” he said.

Truitt worked at the former depot for 34 years, starting as a warehouseman and eventually becoming the director of installation services and environmental protection before he retired and joined the Restoration Advisory Board.

The former depot consists of the main installation and Dunn Field, where hazardous materials were buried and an underground storage tank had leaked contaminants.

“Back in the 1940s, the federal government was bringing mustard gas back from the war. They took it to Dunn Field, neutralized it, dug a trench and buried it,” Dobbs said. “In the 40s and 50s, this was standard disposal practice.”

A series of studies in the 1980s led to

the depot’s placement on the Environmental Protection Agency’s Superfund National Priorities List for hazardous-waste cleanup in 1992, and a cleanup management team was established with representatives from the Defense Distribution Center, the EPA, and the Tennessee Department of Environment and Conservation. The team became the Base Realignment and Closure Cleanup Team upon announcement of the depot’s closure.


Since 1998, 414 acres — more than two thirds — of the former depot have been found environmentally suitable for transfer and returned for community

reuse. Another 228 acres were restored in 2008 and are in the process of transfer.

“DDC made a commitment that we would see it through to restore the property, and we’re doing that,” Dobbs said. “We’ll be putting final remedies in place next year, then the rest of the property can be transferred.”

The depot was activated in 1941 and operated by the U.S. Army until DLA took it over in 1963. In its prime, the depot received, warehoused and distributed about 107,000 tons of supplies per year to military services and some civilian agencies. The depot’s close proximity to the Port of Memphis, major interstates and Memphis International Airport made it one of the Defense Department’s busiest distribution points.

The Agency also has ongoing restoration projects at other DLA sites, said Phil Dawson, DLA’s director of environment, safety and occupational health.

“Wherever DLA has had a presence, when we leave that property, we try to leave it as we received it or in better condition. We want to make sure we’re protecting human health and the environment,” Dawson said. 



Vice President Joe Biden (second from left) and Deputy Defense Secretary William Lynn (right) presented the Environmental Restoration Award to Defense Logistics Agency representatives during a June 3 ceremony at the Pentagon. Receiving the award were: (from left) DLA Director Navy Vice Adm. Alan Thompson; Michael Dobbs, environmental program manager for the Defense Distribution Center; DDC Commander Marine Brig. Gen. Peter Talleri; DDC Public Affairs Officer Stacy Umstead; and Nanette Werner, environmental restoration lead for DLA Enterprise Support’s Environmental Office.

I AM

DLA



My name:
Steve Wright

I am:
A warfighter support representative, responsible for providing logistical assistance to Air Force, Army and Navy service components in Okinawa, Japan.

Describe your job in a sentence:
I serve as the principle DLA liaison officer to warfighters on Okinawa.

How long have you worked for DLA?
I have been with DLA since 2002 and a federal employee since 1994. Before that, I served in the U.S. Air Force.

What's your favorite thing about working for DLA?
The opportunity to deploy on DLA support teams. You get to see how DLA supports warfighters at the 'tip of the spear' and have the opportunity to enjoy cultural experiences like those offered in the Philippines and Korea.

What's your best memory of working here?
Seeing the Defense Distribution Depot Yokosuka, Japan, Okinawa Detachment become a reality after six years of deliberation.

How do you make a difference to warfighters?
By being that 'go-to' coordinator for all DLA customer readiness issues while providing the logistical tools and training needed for customers to accomplish their mission.

