

DEFENSE LOGISTICS AGENCY

JULY – AUGUST 2015

LOGLINES



LOOKING AT THE
**MILITARY
IN DLA**



Also in this Issue
DLA STRATEGIC PLAN
2015 - 2022



from the
DIRECTOR

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

My recent travels continue to indicate how exceptional our DLA workforce is and how we continue to meet our customers' needs with professionalism, speed and accuracy. In Central Command, I saw the fruits of DLA labor in the disposition fields, on the flight lines and in the dining facilities. Throughout Pacific Command, I saw DLA people working hard on environmental issues at Red Hill and on a new pipeline in Guam.

We have a team in every combatant command that puts our warfighters first. In addition to the more than 24,000 civilians here, we also have 548 active duty and 616 Reservists who work throughout the enterprise. We execute DLA's mission as laid out in the 2015 Strategic Plan, and this edition of Loglines is about both – our fine military folks and our new strategic direction.

Every one of them supports DLA's mission as laid out in the 2015 Strategic Plan, and this edition of Loglines is about both – our fine military folks and our new strategic direction.

You'll read about DLA's only parachute rigger team in Susquehanna where Army Staff Sgt. David Lewis expertly works to ensure proper warehouse operations and storage of military parachutes. You'll meet Army Sgt. 1st Class Mandy Allen, a petroleum lab specialist stationed at the DLA Energy lab in Kaiserslautern, Germany. She and her team perform full-spectrum testing of aviation and ground fuel. You'll also find a story about how DLA active-duty members in Djibouti break down and scrap materiel, creating a good relationship with the host

county. These stories are important because they reflect our DLA mission to provide effective and efficient global solutions to Warfighters and our other valued customers.

That mission is enabled by our vision to deliver the right solution on time, every time, and implemented through the five goals laid out in our 2015 Strategic Plan: Warfighter First, People and Culture, Strategic Engagement, Financial Stewardship and Process Excellence. The Strategic Plan inserted into this edition is for you to read and use as a guide for everything you do. It provides direction and is our roadmap for the future. It is how we will meet our mission goals and future challenges.

Warfighter First is our first goal because we are America's combat logistics support agency. This goal represents how we anticipate and meet the warfighters' needs. The only way we can support our customer is through our People and Culture. I am committed to your success and sustaining

your ability to handle challenges in your personal and professional lives. One of our challenges as we pursue global solutions for the warfighter is Strategic Engagement. Establishing and maintaining relationships across our customer base and industry is crucial to developing and delivering the right logistics solutions. Part of that solution includes Financial Stewardship – a goal that challenges us to reduce business costs and become more precise about forecasts, cost comparison and cost reduction. I say it all the time – every major success I've had as a senior leader has been rooted in Process Improvement. This goal forces us to look at business practices and optimize processes to obtain the best result.

I'm counting on your commitment to this strategy. We will continue to push ourselves and seek the very best ways to provide exceptional logistics support to our customers. I know we're up for that challenge. ★

LOGLINES

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of the Defense Logistics Agency

DLA Director

Air Force Lt. Gen. Andy Busch

DLA Vice Director

Ted Case

Chief of Staff

Renee L. Roman

Director, Public Affairs

Joseph M. Yoswa

Deputy Director, Public Affairs

Patrick H. Mackin

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LOGLINES STAFF

Managing Editor: Phil Prater

Editor: Jacob Boyer

Acting Editor: Sara Moore

Writers: Beth Reece

Amanda Neumann

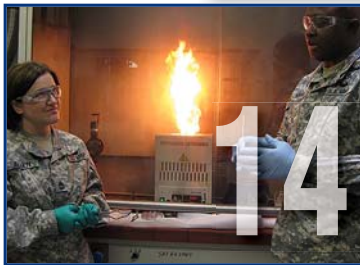
Navy Petty Officer 1st Class Daniel Garas

Layout/Design: Paul Henry Crank

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Headquarters, Defense Logistics Agency, Office of Public Affairs
8725 John J. Kingman Road, Suite 2545, Fort Belvoir, VA 22060-6221
Phone: 703-767-6200
E-mail: loglines@dla.mil

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CITIZEN-WARFIGHT

Story by Sara Moore

They spend their days planning training and operations, providing human resources services to fellow employees, managing complex construction projects, or performing any number of other demanding careers, but when the week is over, their duty is not finished. The citizen-warfighters who serve in the military's reserve forces literally put on a different hat and take on critical, demanding missions while others enjoy their time off.

The reservists who support the Defense Logistics Agency are myriad and come in both the form of civilian employees who work for the agency full time and put on a uniform on the weekends and that of people who work outside of DLA and support the agency as reservists. No matter which group they belong to, these reservists provide important capabilities to the agency, and they do it all while balancing two careers, families, friends and hobbies.



Brian Farlow, a construction project manager who serves as the executive officer of the DLA Logistic Assistance Team Philadelphia as a Navy Reserve lieutenant, poses for a photo during a "Welcome Home" cruise in November 2014 after returning from a deployment to Afghanistan.

Privilege to Serve

As a construction project manager in New Jersey, Brian Farlow can't predict what his schedule will be like each day or how many problems he'll have to solve. His company is building a hotel in its office park, and he is responsible for coordinating with the general contractor, keeping the project on schedule, reviewing invoices and contracts, approving subcontractors, and ensuring the building design is properly implemented. It's complex, hectic work, but seven years of experience have given him the tools he needs to handle whatever situation might come up, and he has another secret weapon: military training.

In addition to his full-time job, Farlow is a lieutenant in the Navy Reserve

assigned to the DLA Logistic Assistance Team Philadelphia. As the executive officer of the LAT, he oversees the team's support to DLA Troop Support, which can include projects that need extra work or high-priority items. One of the team's major functions is cold chain, which is verifying the temperature consistency of vaccinations as they flow through the supply chain.

Instead of the traditional one-weekend-per-month schedule, Farlow's unit does reserve duty six days per quarter, usually three days a month for two months with one month off. Those three days are a blur of activity, with the reservists arriving Friday to work alongside their full-time counterparts to provide direct support and collaborate on projects and then working through Saturday and Sunday after the full-time workers head home.

"Our drill weekends are pretty chaotic," Farlow said, noting that the LAT has a team assigned to each of Troop Support's five supply chains, and the teams work on multiple projects.

Farlow commutes from New Jersey for his reserve duty, and with a wife and three young children at home, it can be difficult to balance his priorities, he said. To make his life even more complex, he is in the middle of completing Joint Professional Military Education Phase I. There is inevitably some crossover, like instances where an emergency comes up with his Navy unit and he has to make a phone call or answer an email after his work day, especially as reservists face increased demands on their time.

"In today's Navy and today's military, reservists are often called upon to do work

ERS

“It’s the people, it is the culture, it’s knowing that, even if it’s a small thing, you’re doing something that supports the country. I’m just proud to be a Navy sailor.”

— Brian Farlow

outside of the drill weekend,” he said. “It’s not really two days a month, two weeks a year anymore, it’s more almost 24/7 that something might come up.”

Keeping the “three-legged stool” of civilian career, military career and family balanced requires prioritizing time and sticking to commitments, Farlow said. For Labor Day weekend, for example, he has blocked off his schedule and is taking his family to go backpacking without the distraction of cell phones or any other technology.

“You have to just say, ‘For the next day or whatever, I’m not doing any Navy stuff, I’m just focused on the family,’” he said.

Family is what drew Farlow into

the Navy in the first place, he said. His grandfather was a Navy Seabee in World War II and his father was a boatswain’s mate during Vietnam. He toyed with the idea of joining the Navy for several years, he said, and finally decided to take the plunge and attend direct commission officer school seven years ago. Before coming to DLA, he was stationed with the Navy Cargo Handling Battalion 8 at Joint Base McGuire-Dix-Lakehurst, New Jersey.

Farlow deployed to Afghanistan from April to September 2014 with the DLA Support Team Afghanistan sustainment branch. Working with the Army’s 10th Sustainment Brigade, Farlow and his team made sure that

food, fuel, construction equipment and other vital supplies reached service members throughout the country while also supporting the contracting officer and contracting officer representatives to ensure the local vendors upheld their contracts. Seeing DLA’s impact on the ground and working with service members who benefit from the agency’s support opened his eyes to the importance of the mission, Farlow said, and also made him proud to serve.

“It’s the people, it is the culture, it’s knowing that, even if it’s a small thing, you’re doing something that supports the country,” Farlow said of his military service. “I’m just proud to be a Navy sailor.”



Balancing Act

Melissa Battiste runs marathons; that is, she runs marathons when she’s not working full-time as the unit reserve coordinator in DLA Joint Reserve Force, completing Air Force Reserve duty at the Pentagon, or spending time with her husband and two children. In fact, Battiste is running nine different races between May and September this year.

“I make it work,” Battiste said with a laugh when describing her busy schedule. “If things are that important, you fit them in. You find a way.”

At DLA, Battiste is responsible for all the essential human resources functions

Air Force Reserve Senior Master Sgt. Melissa Battiste shares a lighthearted moment with Paul D. Patrick, deputy assistant secretary of defense for reserve affairs (readiness, training & mobilization), during her promotion ceremony at the Pentagon. In her civilian job, Battiste serves as the unit reserve coordinator for DLA Joint Reserve Force.

for the Air Force individual mobilization augmentees assigned to the agency. She also takes care of evaluations, joint awards and other services for reserve members from all military branches.

What makes Battiste uniquely equipped to perform this job is that she herself is an Air Force IMA, which is a service member who does not have a set drill schedule and can work out a flexible schedule with her supervisor at her assigned unit. Battiste's reserve unit is the Office of the Secretary of Defense for Reserve Affairs, but she served three years active duty with DLA and three years as a reservist with the DLA Joint Reserve Force while also working as a civilian employee in DLA Human Resources, so she has valuable experience to draw on when advising other IMAs.

"I get career-related questions, and I always bring in my experiences as an IMA," she said. "I can use my personal experience, and I understand the lingo

"You have to choose what's more important, and at the time, I could do the reserves still, because there were openings back here, and still be with the family."

— *Melissa Battiste*

more in depth, versus somebody who's never been in the IMA."

Battiste's IMA career started when she separated from the active-duty Air Force after more than 15 years. After her active-duty tour at DLA, the Air Force sent her to South Dakota, but her family remained behind in anticipation of her leaving the Air Force. The six months she was away from them convinced her that leaving active duty was the right decision, she said.

"The kids were suffering; they hated seeing me leaving," she said. "I came home once a month, and every time I left, they hated to see me go, and my husband had to take care of everything. That's really what made the decision for me. You have to choose what's more important,

and at the time, I could do the reserves still, because there were openings back here, and still be with the family."

In her reserve unit at the Pentagon, Battiste serves as the senior noncommissioned officer of the Military Reserve International Exchange Program. She usually works three days per month at the Pentagon, working on everything from coordinating exchanges between countries, setting up teleconferences and assisting the military services with the selection process, to managing the logistics of the actual exchanges. She has to cut through lots of red tape, she said, and it's challenging to work with so many different countries, but she enjoys the variation from her usual routine.

"It's very interesting, and I love it,



Valuable Experience

Philip Knight is a reservist who sees both sides of the coin. He does double duty with the DLA Joint Reserve Force, working full-time as the strategic planner and putting on his Army uniform to serve as its training officer.

Knight was first assigned to DLA in November 2009, after graduating from George Mason University on an ROTC scholarship and completing a year of Army training. In January 2010, he was activated as a training officer for the DLA Joint Reserve Force, a

Army Reserve Capt. Philip Knight, right, poses with Navy Rear Adm. Patricia Wolfe, center, and Army Maj. Shari Carter at Wolfe's retirement ceremony in September 2013. Knight serves as the strategic planner for DLA Joint Reserve Force in his civilian job, and the unit's training officer during his reserve duty.

because it's different from the typical human resources work that I do, that I have been doing in my military career," she said. "So it's a whole new world in the military for me."

Now a senior master sergeant, Battiste will reach 21 years of service in September. Having spent so much time with the Joint Reserve Force and with DLA, she said she sees the value reservists bring to the agency, both in the skills and training they receive and the extra manpower they provide to supplement the full-time staff.

"They lessen the workload, especially for the active duty side," she said of the reservists. "For example, when I was out this week, we had a major who came in and took care of the hot taskings that came up while I was gone. So it made it easier for me to come in yesterday and have a smaller mountain of stuff to take care of. I think they help alleviate the workload, and I think they help lessen the stress of the active duty."

position he held until March 2014. During that time, he also served as the aide to the director of the Joint Reserve Force and completed a six-month deployment to Iraq. After coming off his activation, he got the civilian job as the strategic planner, but he still serves as a training officer in the reserve.

While his title is strategic planner, Knight fills a lot of different roles within the Joint Reserve Force, because so much of the workforce is made up of reservists who come in part-time, he said. Operational updates, briefings, operating plans, routine administrative tasks and training are all things that could take up his time on a daily basis. In addition, he is sometimes called on to fulfill Army Reserve tasks in his civilian capacity, mostly because of proximity.

"It's difficult, because I'm still in the office in which I work both jobs, so half of the time I'm involved in things that aren't necessarily strategic planner stuff, but it's reserve stuff; it bleeds over," he said. "So the expectation is that I should be able to do both my reserve stuff and my civilian stuff almost at the same time, or a little bit each day, because I'm here."

The same challenge applies to reserve drill weekends, Knight said, when he sits in the same desk but tries to perform a different role. Even though it is challenging to separate the two jobs, he noted, he feels lucky to have his reserve unit and civilian job in the same place, because it eases the work-life balance that so many reservists struggle with.

"As you get into certain leadership positions, the military expects you to do things throughout the week; you can't just do military work on Saturday and Sunday once a month," he said. "So I know a lot of people do that work after their work, in their spare time. It can be very challenging to balance all of those things: your family, military and civilian jobs."

Knight deployed to Iraq with DLA from October 2010 to April 2011, serving as the assistant officer in charge for DLA Disposition Services Iraq. His unit was embedded with Iraqi forces and was tasked to clean and secure military equipment for demilitarization, disposal or transport as bases closed around the

country. It was a monumental task, but what was more impressive to Knight was the way DLA employees from all the supply chains worked tirelessly to take care of service members in theater while also managing the force drawdown and base closures, he said.

"It was eye-opening at the scope of what DLA controlled," Knight said.

In his years of work with the Joint Reserve Force, Knight said he has continually been impressed by the contribution DLA's reservists make. While most people don't realize the work they put in on weekends and holidays, the agency's 616 reservists fill critical gaps in warehouse backlogs, operations cell manning, contract review and many other areas. In addition, a good portion of DLA's civilian employees serve as reservists in units outside the agency, bringing in valuable military training and experience to make them more effective, he said.

"Being a reservist and working for DLA is great, because you can now see who is affecting your military life as far as all your basic logistics needs," Knight said. "So you see that DLA is out there in the field, and you have the ability to help your brothers and sisters in arms, whether it's in Afghanistan or on a training mission in Louisiana. And the reservists provide that extra civilian knowledge and military knowledge." ★



CASH FOR TRASH

Story by Navy Petty Officer 1st Class Daniel Garas
Photos by Navy Lt. Brian Badura

The primary base in Africa for the support of Operation Enduring Freedom, Camp Lemonnier, located in the eastern African nation of Djibouti, is home to U.S. Africa Command's Combined Joint Task Force-Horn of Africa. The excessive wear that equipment incurs in a war zone can make it unserviceable. Rather than carelessly leaving it behind to be used for lethal purposes or to unintentionally hurt locals, much of it is reused, mutilated or sold for

scrap. Disposal or reutilization of this government property falls to a special group of military service members supporting Defense Logistics Agency Disposition Services.

"If no one does it, there's no accountability of where it ends up," said Army Master Sgt. Emanuel Myers, senior

noncommissioned officer in charge of the Centralized Demobilization Division for DLA Disposition Services. "It could potentially be used as materials in an improvised explosive device or as a weapon against U.S. forces."

The mission of Myers and his team of three Air Force and three Army senior



NCOs is to ensure neither of those ever happens. Assigned to Disposition Services sites throughout Europe, they rotate to Camp Lemonnier as the theater liaison; ensuring property is properly disposed of.

“Wherever you have conflict, you have a DLA Disposition Services representative there,” he said. “It’s an abundance of items: excess wood, laptops, mattresses, tires, anything dealing with vehicles or that was in living quarters. All that stuff that has to come through Disposition Services.”

Though the job is at times monotonous, Myers said that NCOs are ideal for it; as military members, they are the ones who must verify that property is no longer serviceable.

“You’re sending senior NCOs here to do the mission, which is constantly evolving,” said Air Force Master Sgt. Floyd Gardner, DLA’s current disposal service representative in Djibouti. “It’s probably one of the smartest things you can do, because we’re obviously flexible to a

point where the clock doesn’t make much difference to us. We’re going to get it done regardless of that 9-to-5 mentality.”

Serving as the direct point of contact for customers, Gardner said, DLA’s senior NCOs are ideal for this mission because they’re qualified and willing to work with the other parts of DLA. They can use that advantage to solve problems that weren’t initially factored into planning.

“We’re a great force for networking,” he said. “When we talk to the Joint Senior Enlisted Counsel on Camp Lemonnier, you build relations and networks with them, and we’re able to function a lot better than you would imagine.”

Becoming a DSR requires thorough training and a demanding schedule, as service members can usually expect to deploy within the first two years of their assignment to DLA.

“As soon as you come on assignment to Disposition Services, we will contact you and let you know your deployment

date to the Horn of Africa,” Myers said.

DSRs receive training in a special demilitarization class before deploying. Myers said the process is thorough, but with good reason.

“We’re one of five central demilitarization divisions, so we’re the subject-matter experts,” he said. “If customers have any questions, they contact us, and we ensure that item gets properly handled.”

According to Myers, the difficult training, technical expertise of the senior NCOs and familiarity with DLA as a whole has paid off more than once.

Myers said Gardner once successfully coordinated the release and distribution of

Personnel prepare to unload excess and scrap tires and equipment at Camp Lemonnier, Djibouti. DLA Disposition Services has eliminated about 1.3 million pounds of scrap from the camp since August 2014.



more than 800 drums of dust abatement compound at Camp Lemonnier, saving the installation thousands of dollars.

Gardner realized that DLA Distribution already had drums of the compound and allotted it to the camp so leaders there wouldn't have to buy it from private vendors or spend money on shipping costs.

"He was able to save Camp Lemonnier over \$300,000," Myers said. "That's just one of the examples of the great things that the military is doing there."

Gardner said that holding monthly classes for customers to understand what material they can turn in to scrap is part of the job, but organizing and supervising the scrapping process itself is another.

The process begins when items are sorted through a system of labeling to determine where they will be scrapped.

Items labeled as Demil A, such as refrigerators, all-terrain vehicles and furniture, have no security restrictions, so they can be mutilated by Djiboutians contracted through local companies.

The DSR will watch over a supervisor, yard boss and five to seven local nationals as they deconstruct the material according to specifications.

"Once they torch it and cut it up, I have to come out and verify that it's done properly," Myers said. "If it's not done properly, I have to ensure they redo it, because I sign documents saying that these items are properly disposed of."

Items labeled C, D and E, such as communications equipment, armor plates, ballistic glass, and nuclear, biological and chemical suits are sent back to Disposition Services' site in Kaiserslautern for demilitarization.

In Kaiserslautern, pieces of machined items like the trucks are sent through a shredder, in which they are further

reduced to quarter-sized pieces. Myers said after that, the scrap is deemed safe for resale and distributed throughout the area to be melted down and reused.

Gardner was quick to point out that all the material that comes to them simply isn't labeled to be cut up and destroyed.

Some equipment finds a new life in the Reutilization, Transfer and Donation program, or RTD.



Navy Lt. Brian Bedura

Firefighters assigned to the fire department at Camp Lemonnier, Djibouti, cool down hot metal after cutting it with a chop saw during a training exercise. DLA's program allows firefighters on base to practice using rescue equipment operation techniques on demilitarized all-terrain vehicles.

Gardner said the concept is akin to a government garage sale. Equipment that has no military value but is still useful is auctioned off to customers through government resale websites.

"We figured out the best method for reutilizing property from Djibouti was to put it online," Gardner said. "You're able to see assets here in Djibouti that you weren't able to view before."

The program has proven successful, coordinating the release of more than \$2.4

million in serviceable assets to support CJTF-HOA operations since January.

Vehicles that can't be reused through the RTD program still contribute to the mission by being used for training emergency rescue teams on the base. Myers said that after vehicles are deemed unserviceable, crews use their equipment to train new personnel on extracting people from emergency situations.

Other benefits of the disposition program contribute to OEF indirectly, like helping provide stability to the local economy through consistent labor.

After more than a decade of U.S. presence in East Africa, thousands of Djiboutians have received work in a marketable skill that benefits the local economy and helps their families.

Myers explained that instead of being forced into possible terrorist activities out of desperation, the scrapping provides a stable source of income.

"Companies are actually paying to be on site to do this service for the government, because scrap is so valuable in the world market," he said. "Many of these guys desire to work on the base because it helps their families."

Gardner called the situation a win-win, saying the government reclaims the cost of some of its equipment by scrapping it, and locals receive valuable scrap at a bargain price.

Since August 2014, DLA Disposition Services in Djibouti has eliminated about 1.3 million pounds of scrap from Camp Lemonnier, and Gardner doesn't see it slowing down any time soon. Despite the increasing pace, he said he's glad to represent both the military and DLA.

"You're shaking hands with the people that need it, and you can see the reasons why they need it," he said. "You can't beat the feeling." 🌟

RIGGERS

SUPPORT ON THE GROUND AND IN THE AIR

Story and Photos by Jessica Roman
DLA Distribution Public Affairs

Among the boxes, air pallets and trucks at Defense Logistics Agency Distribution Susquehanna, Pennsylvania, a unique team gets to work: DLA's only parachute rigger unit. The team's set of responsibilities is unlike any other; not only do they provide mission-receiving support like other distribution centers, but they also provide parachute pack and maintenance activities for units across all military services.

"We're different than normal rigger units," said Army Staff Sgt. David Lewis, one of the parachute riggers assigned to the group. "We all have a unique set of qualifications and have to understand warehouse operations in addition to being current and qualified parachute riggers."

In the unit's warehouse operation, parachutes are stored for units across the Department of Defense. The team uses the Distribution Standard System, DLA Distribution's warehousing system that links all distribution centers together.

"We are able to see items firsthand before they arrive with the unit," Lewis said. "We are used to seeing it on the line; it's a unique experience to see and inspect them very closely here."

Army Staff Sgt. David Lewis inspects the canopy of a parachute before packing it for use. Lewis is an airborne rigger with DLA Distribution Susquehanna, Pennsylvania.

The warehousing operation holds all types of airborne equipment – everything from personal parachutes to cargo parachutes to lines, elastic cord and other parachute repair parts.

“We have to learn about all the service branches and their requirements, not just the Army,” Lewis said. “It’s a great experience to help us become well-rounded as soldiers; we have to get out of the Army mindset and into the DoD mindset.”

When items come to the unit for storage, the group inspects them for condition code and quantity. If the items are used, the team determines if they are reusable or repairable, or if they should be slated for disposal. DoD regulations mandate that parachute items must be inspected by qualified parachute riggers, although the unit works very closely with the four DLA warehouse employees assigned to the operation.

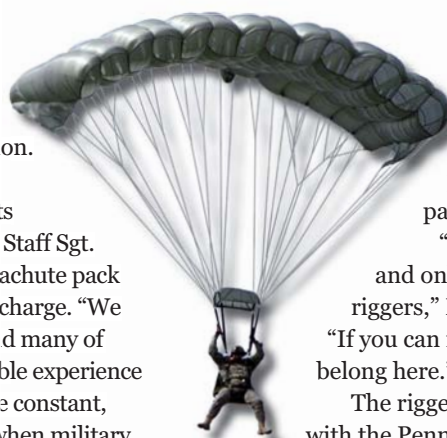
In addition to those four, the unit is made up of seven Army noncommissioned officers and one chief warrant officer

who all work together to accomplish the team’s mission.

“We are very lucky to have our civilian counterparts working with us,” said Army Staff Sgt. Matthew Davenport, the parachute pack noncommissioned officer in charge. “We pull and learn from them, and many of our teammates have invaluable experience to share with us. They are the constant, and pull this team together when military members rotate out.”

Because of the life-saving nature of the equipment, if a parachute is available for reuse, it goes through a rigorous inspection process. The riggers inspect it for cuts, tears, burns, frays or missing parts before certifying it fit to be used again. The G-11 cargo parachute has 120 suspension lines that hold a container through the drop process, and every line must be inspected by qualified riggers to ensure the parachute is in serviceable condition.

Each rigger understands what it takes to inspect a parachute: they must be



willing to jump with any of the parachutes they pack and maintain.

“We are the one and only DLA parachute riggers,” Davenport said. “If you can multitask, you belong here.”

The riggers work with the Pennsylvania Air National Guard’s 193rd Special Operations Wing to complete both static-line and freefall jumps from C-130 Hercules aircraft to maintain their jump currency. The unit also works with the Eastern Army National Guard Aviation Training Site at Fort Indiantown Gap, Pennsylvania, to jump from CH-47 Chinook helicopters, where they are able to complete both static and freefall jumps on the same day. In addition to jumping, the riggers also execute jumpmaster duties at the drop zone.

Static-line jumps are the most common variety a parachutist would see in a combat situation, where large amounts of warfighters jump together from an aircraft. Each jumper passes a static line to the jumpmaster before exiting the aircraft. The line is connected to the apex of the parachute, and after exiting the aircraft, the line pulls the deployment bag out of the pack tray. As the parachutist falls towards the ground, the static line and the parachute fully extend, breaking the tie the holds the two together, inflating the parachute automatically. Free fall jumps do not involve the line, and warfighters simply jump out of aircraft and deploy their own parachutes.

“I Will Be Sure Always” is the last line of the Riggers Pledge. DLA Distribution Susquehanna’s riggers safeguard and care for each and every parachute as if it was the one they would be jumping with, ensuring the safety of every soldier until their feet touch the ground. 🌟

DLA Distribution Susquehanna, Pennsylvania’s, airborne riggers perform a static-line jump from a CH-47 Chinook helicopter during a monthly airborne operation.





DEFENSE LOGISTICS AGENCY



STRATEGIC PLAN
2015 - 2022



DEFENSE LOGISTICS AGENCY

Director's Intent

Our nation has a powerful military force, capable of swiftly responding to today's and tomorrow's challenges at a moment's notice across the globe. To be ready, our Soldiers, Marines, Sailors and Airmen rely on the men and women of the Defense Logistics Agency to accomplish their mission. We have a proud history of getting the right support to the right place at the right time for more than five decades. Through continued collaboration, innovation and smart investments, we'll continue to be the standard-bearer for joint logistics and acquisition – delivering world-class support to the Warfighter. Through this strategic plan, DLA builds upon these strengths, honors its commitments, and sets a course for future success.

Our mission is straightforward:
Provide effective and efficient global solutions to Warfighters and our other valued customers.

Our vision is clear:
Deliver the right solution on time, every time.

We will realize this vision through five goals:

- ***Warfighter First***
- Make promises and keep them
- ***People and Culture***
- Valued team members; resilient and ready for the challenge
- ***Strategic Engagement***
- Better outcomes through teamwork
- ***Financial Stewardship***
- Affordable solutions and continued accountability
- ***Process Excellence***
- Always improving; finding smarter ways to do things

Our values define who we are, how we act, and how we treat one another:
Integrity, Resiliency, Diversity, Innovation, Accountability, Excellence

Execution of this strategic plan is supported by my annual director's guidance – helping leaders translate words into action and measure our progress. With this solid foundation, an agile, professional workforce, and a constant desire to improve our support to the Warfighter around the world, we will continue to be the best – America's Combat Logistics Support Agency.



Lt Gen Andy Busch
Director
Defense Logistics Agency

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STRATEGIC PLANNING INFLUENCES AND PROCESS

As America's Combat Logistics Support Agency, the Defense Logistics Agency (DLA) provides the Army, Marine Corps, Navy, Air Force, federal and state agencies, and international partners with the full spectrum of innovative logistics, acquisition, and technical solutions. DLA's most daunting challenges are often encountered in support of our warfighting customers. As the Warfighter's combat logistics support provider, we must sustain Warfighters in an era of complex, dynamic, competing, and often urgent needs.

The current budget climate presents a challenge in balancing national priorities and fiscal realities, and leaves little margin to absorb unnecessary risks. We empower our workforce with the tools, funding, training, and other resources to enable their success. We foster an organizational culture that supports high levels of performance and quality at the individual and enterprise levels. We partner with industry to proactively leverage best practices, new technology, and other innovations to forecast and meet emergent demands. Our determined focus on process excellence delivers quantitative and qualitative results that are repeatable and, most importantly, measurable. Our financial processes and costs are transparent and well-documented, enabling our customers to participate with us to produce and benefit from cost savings.



DLA provides premier customer service and continues to enhance and strengthen our enduring relationships with the Military Services and Combatant Commands. We work tirelessly to further reinforce our close collaboration with U.S. Transportation Command (USTRANSCOM) and industry partners. Our strength is working as a team on end-to-end processes to ensure that integrated solutions are safe, secure, and efficient. We will capture opportunities to work with our partners earlier and more closely to integrate life-cycle efficiencies into the design, acquisition, and long-term sustainment of major programs.

We will focus on strengthening and optimizing our supply chains. Even though our support to the Nuclear Enterprise crosses multiple supply chains and functions, here too we will excel. It is a good example of where we must be vigilant in our end-to-end process planning, precise in execution, and committed to partnering with the Military Services and U.S. Strategic Command (USSTRATCOM) to ensure we maintain and improve our performance while leveraging technology and processes to advance efficiencies. We will address areas where the Nuclear Enterprise is underserved.

Strategic planning is about change. It is an iterative process that identifies where an organization must focus (mission), where

it must be in the future (vision), and how it intends to get there (goals and objectives). To develop an actionable strategic plan, we followed industry best practices that included:

- Completing an analysis of the environmental factors (e.g., policy, budgetary, regulatory, workforce, etc.) that impact DLA, our customers, and our stakeholders
- Analyzing relevant policy, plans, directives, and guidance that establish critical priorities for the Agency to ensure we are aligned with the Department, its leadership, and our partners
- Interviewing our customers, stakeholders, and leadership to identify strengths, weaknesses, current challenges, and future expectations
- Developing an overview of our strengths, weaknesses, opportunities, and threats from which to frame our strategic agenda for action
- Working as a cohesive team to identify where we can lean forward to obtain significant improvements in operations

STRATEGY

MISSION

Provide effective and efficient global solutions to Warfighters and our other valued customers

Just as the American Warfighter's mission is to protect our Nation's security interests, DLA's mission is to serve the Warfighter in that effort. Our Soldiers, Marines, Sailors, Airmen, and teammates serve around the world, and DLA is right beside them providing global, full-spectrum logistics support in the most austere environments. We provide food, clothing, medical supplies, fuel, consumable items, and repair parts to our Military Services. When our Soldiers, Marines, Sailors, and Airmen are supplied, fueled, nourished, moved, or healed, DLA plays a vital role.

We supported deployed Warfighters in every major conflict and contingency operation over the past five decades, from Vietnam to Iraq, Afghanistan, and Liberia. Our forward-deployed organizations in Europe, Africa, Southwest Asia, and the Pacific as well as our in-theater, on-the-ground support teams ensure Warfighters know we are with them. We are highly deployable and always ready to meet Warfighters' requirements.

Our support extends beyond the Department of Defense (DoD) to other federal civil agencies including, but not limited to, the

Department of Homeland Security (DHS), the Department of State (DoS), the Department of Energy (DoE), and the General Services Administration (GSA), as well as designated state and local customers. We are recognized for our responsiveness in providing assistance in diverse crises such as the Hurricane Sandy relief effort in 2012 and the Ebola outbreak in Western Africa during 2014.

VISION

Delivering the right solution on time, every time

Our vision describes our desired end state; to achieve it, we pledge to increase agility, responsiveness, innovation, and program integration. DLA's ability to anticipate and overcome logistical obstacles translates into our customers' increasing ability to realize mission success.

We support our Warfighters with a broad range of logistics and supply chain capabilities, ensuring that our customers receive what they need, when they need it. We incorporate and implement industry best practices. We support our Warfighters through our forward presence with the customer, our broad range of responsibilities across DoD supply chains, our capabilities in closing logistics seams and gaps, our



strength in aggregating data to aid in decision making, and our deep expertise in achieving transformation.

To realize our vision, we understand that as a logistics leader and steward of the Department's resources, we must manage costs, maintain supply chains, sustain the industrial base, and integrate with industry. We will examine our end-to-end processes with our partners to identify process excellence opportunities to remove barriers

and achieve precise execution, fiscal responsibility, and service-level accountability.

Through early and meaningful engagement with our partners, we will balance the requirements and trade-offs that might be necessary to develop the right solutions. These solutions will incorporate customer materiel needs, timelines, and performance assurance as well as DoD's interests in cost, infrastructure, and the defense industrial base.

VALUES

Integrity, Resiliency, Diversity, Innovation, Accountability, Excellence

Our values provide the foundation for all of the actions we take and the decisions we make in support of our customers, stakeholders, workforce, and partners:

- **Integrity:** Honest and trustworthy, we follow through on what we promise.
- **Resiliency and Diversity:** Flexible, responsive, recoverable, and able to quickly adapt to changing business environments while achieving outstanding results. Composed of people from varied backgrounds. We celebrate and leverage our differences to deliver innovative and effective outcomes.

- **Innovation:** We pioneer new ideas, devices, and methods. Working with each other, customers, and stakeholders to provide solutions that are unique and creative.
- **Accountability:** Obligated and willing to accept responsibility. We are accountable to DoD and our customers, just as our workforce is accountable to the DLA mission to provide effective and efficient global solutions to Warfighters and our other valued customers.
- **Excellence:** Extremely high quality. We take pride in providing first-class solutions on time, every time.

GOALS AND OBJECTIVES

The five goal areas represent the foundational catalysts we believe are necessary and relevant to realize our vision. These goals complement our mission as well as represent our commitment to ensuring our agility and responsiveness to the current and emerging needs and expectations of Warfighters and our other valued customers and stakeholders. Achieving these goals requires us to explore innovative opportunities and seize these opportunities to constantly improve our operations and service delivery.

Our five goal areas are:

- **Warfighter First**
- **Strategic Engagement**
- **Process Excellence**
- **People and Culture**
- **Financial Stewardship**



GOAL AREA 1: WARFIGHTER FIRST

Deliver innovative and responsive solutions to Warfighters first, DoD components, and our other valued customers

DLA's top priority is Warfighter support. The current threat environment is complex, and we must be a trusted and responsive partner to the Warfighter as well as one that is able to anticipate changing and future needs. We will ensure our organization's goals, processes, and performance are innovative, responsive, and synchronized with the current and future needs of the Warfighters, DoD components, other mission partners, and stakeholders.

Objective 1: Anticipate, assess, and meet current and future Warfighter requirements

Warfighter requirements change at a moment's notice. It is imperative that DLA rapidly senses and responds to these changes with innovative solutions and optimum support for all classes of supply. This includes linking DLA capabilities, such as materiel availability to support Warfighter readiness, with contingency planning and with Combatant Commanders' Theater Posture Plans. We will work with our customers to understand their current requirements and anticipate future needs to ensure the right materiel is available to support their varied mission sets.

Success for this objective: More accurate demand forecasts, stock levels and positioning, paired with a rapid response to emergent requirements, which ultimately contribute to improved mission readiness for the Military Services and Combatant Commanders.

Objective 2: Partner with program managers for major acquisition systems to lower lifecycle costs

To provide more efficient and effective Warfighter support, we will strengthen our partnerships with program managers early in the acquisition process for Major Defense Acquisition Programs (MDAPs). Collaboratively, we will identify critical program support requirements and potential decreased lifecycle costs, and align our resources accordingly. This early involvement will foster improved transparency and lead to reduced lifecycle support costs.

Success for this objective: A valued partner integrated into the planning and execution of programmatic logistics solutions. Establish a comprehensive engagement process, with the top five Military Services designated MDAPs, that enables DLA to create options for program managers to reduce lifecycle logistics costs.

Objective 3: Identify and manage supply system risks (execute and sustain our mission)

There are significant risks in our current environment – operational, cybersecurity, terrorism, and counterfeiting – that pose severe challenges to our supply chains at any given time. It is imperative that we analyze, assess, and address these key risk areas across our supply chains. We will foster an internal environment where reporting and



addressing operational risks such as cyber threats and counterfeit/irregular parts is encouraged and valued. That same attention must extend to our supplier base, where we must be astute in vendor relationship management to ensure our private sector partners protect our materiel and data integrity to effectively support the Warfighter.

Success for this objective: Implement a more comprehensive program to identify risks, detect counterfeit and nonconforming materiel, and establish secure systems to avoid or mitigate potential disruptions to logistics support and ensure the continuity of essential functions and operations.

Objective 4: Leverage DLA's Research and Development (R&D) program to infuse innovation into our solutions

We will identify and prioritize innovative R&D solutions based on our customers' priorities. Understanding disruptive technologies and exploring potential game-changing innovations and other logistics R&D opportunities to support the Warfighter is a critical aspect of the solution. Early exploration and investment in emerging technologies will produce enhanced capabilities for our customers. For example, implementation of robotic technologies, automation in Distribution operations, and 3D printing of hard-to-source and long-lead-time parts will enhance logistics support capabilities and produce more reliable, cost-effective solutions. These innovations will remove barriers to the use of commercial technology, reduce response times, and ensure investments link directly to enhanced Warfighter support. Since industry R&D labs often generate viable prototypes, we will explore their innovations and invite them to demonstrate their capability-development efforts. Our R&D program will produce innovative logistics solutions that are more reliable, agile, and cost-effective.

Success for this objective: Rapid and seamless migration of logistics R&D investments into operational solutions.

Objective 5: Develop and implement a Whole of Government strategy aligned to DoD

While the Military Services and Combatant Commands remain our primary support focus, DLA possesses the core competencies to positively influence the outcome of Whole of Government response efforts and operations. This can be accomplished with no degradation of support to our DoD customers. We will achieve this through proactive, strategic engagement with federal agencies and organizations to optimize DLA's ability to respond to domestic and international emergencies, natural disasters, and humanitarian relief efforts. Enhanced engagements with existing Defense Support of Civil Authorities (DSCA) partners and departments and agencies linked to diplomatic initiatives (DoS, U.S. Agency for International Development (USAID), foreign military sales) are a priority. Opportunities also exist to support federal, state, and local government agencies and organizations associated with homeland defense and emergency response missions.

Potential partners have vital readiness or contingency requirements that could benefit from DLA's competencies and services. To achieve this objective, a structured approach to identify and evaluate potential partnerships is essential. This approach considers mission alignment, costs, and risks, as well as the suitability of our expertise, capabilities, and limitations.

Success for this objective: A comprehensive, transparent, business case-like analysis that facilitates a thorough assessment of Whole of Government requirements or requests. Key to this analysis is ensuring DLA's ability to effectively support Whole of Government entities without any degradation of support to the Military Services and Combatant Commanders.

GOAL AREA 2: PEOPLE AND CULTURE

Hire, develop, and retain a high-performing, valued, resilient, and accountable workforce that delivers sustained mission excellence

DLA has always been a high-performing organization, and our workforce is our greatest asset. To further increase performance, we will use innovative approaches to attract and retain mission-focused people. We will foster an environment that unlocks the full potential of our workforce, enabling them to achieve peak performance and meet future challenges. To accomplish this, we will continue to attract and hire highly-talented individuals, further develop their competencies and resilience, and cultivate and retain the next generation of diverse leaders and workforce to advance DLA into the future.

The key to mission success is to continue our focus on people and culture. Our success depends on the readiness of our workforce to

meet changing mission requirements in an evolving technological environment. Partnering with our labor unions to communicate and implement positive change and maintain our standing as an employer of choice is vital to an invigorated, sustained, and resilient workforce.

Objective 1: Foster an environment and organizational culture where DLA employees are valued and high-performing

We will continue to conduct and leverage our enterprisewide culture and climate surveys to determine workforce satisfaction, applying our findings and measuring progress. We will continuously pursue a performance-based culture that fosters an environment in which DLA employees understand how they fit into the enterprise mission and vision, feel valued, and have rewarding career path options. DoD's new performance management system, which links individual performance appraisals with organizational mission and goals, can further strengthen our knowledge of the current employee environment and perspective. This more comprehensive understanding will lead to new solutions and improvements to be implemented through our robust culture action plans.

Success for this objective: Stronger culture and climate survey scores that reflect effective culture action plans and increased employee satisfaction.

Objective 2: Fortify workforce resiliency

To move DLA forward, we will provide a workplace where all levels of the workforce are empowered, valued, and treated with dignity. Fortifying resiliency represents the things we do within DLA to assist members of our workforce to become more effective in their professional and personal lives. In addition to continually improving workplace safety and the security of our work environment, we will assess, identify, and implement improvements to ensure employees see themselves as valued team members and are resilient in the face of professional and personal challenges. We will institutionalize the capability to actively engage, support, and solicit the feedback of our workforce. Moreover, we will provide a resiliency toolkit to ensure the workforce receives and benefits from the resources and training offered.

Success for this objective: Improved workforce resiliency and employee engagement.

Objective 3: Strengthen workforce competencies

To prepare for the emerging mission environment, it is critical to identify and implement new strategies to expand workforce competencies that build a strong bench. We will continue to develop and maintain a high-performing workforce with the technical capabilities necessary to lead DLA into the future. We will define the critical competencies needed to meet emerging demands and institute a training development program with associated resources to further professionalize our workforce.



Success for this objective: A workforce that demonstrates the competencies needed to meet current mission requirements and is engaged in professional development to meet future challenges.

Objective 4: Refresh the hiring process with improved candidate assessments

To adapt to a changing strategic environment and take advantage of future opportunities, it is important to continue to attract and hire top talent. To continue to strengthen and grow our high-performing talent pool, we will refresh our hiring process and improve our competitive selection process with more robust candidate assessment strategies.

Success for this objective: A more transparent and balanced hiring process with greater employee satisfaction.

Objective 5: Bolster leader competencies to effectively lead in a rapidly changing work environment

It is essential that DLA's leadership effectively leads an increasingly diverse, modern workforce. Our leaders must unlock the full potential of a workforce with diverse backgrounds, experiences, and perspectives, in a modern and technologically advanced workplace. We will assess and improve our current leadership model and leadership competencies to cultivate leaders who are prepared to effectively manage in this future environment.

Success for this objective: Leaders demonstrating success through mission performance and inspiring greater confidence and productivity in the workforce.

Objective 6: Develop and implement a framework for effective succession management for key positions

We will implement a succession planning process to adapt to the changing strategic environment and generational shifts within the workforce and leadership ranks. It is critical to prepare our workforce and emerging leaders for new roles and responsibilities. We will identify and assess key leadership positions and skillsets most critical to short- and long-term success. To ensure smooth transitions and reduce the risk of leadership gaps, we will identify and rationalize our professional and leadership development activities into a coherent succession management framework for leaders to apply to key positions.

Success for this objective: Effective succession management processes to ensure a sufficient and robust talent pipeline for key leadership positions.

GOAL AREA 3: STRATEGIC ENGAGEMENT

Engage industry and other partners in the delivery of effective and affordable solutions

Strong relationships with external partners are vital to achieve DLA's mission. We are, and will continue to be, focused on developing



innovative business relationships with our industry and DoD partners. We need to engage more closely with industry providers of support and materiel and the DoD components that receive them to anticipate and meet the demands of the diverse and constantly changing circumstances our Warfighters face. As the relationships with our partners deepen, we will become more knowledgeable about their strengths, challenges, and priorities. Through this knowledge, we will make more informed decisions in the development and delivery of the right solutions for our Warfighters. Increased communication and collaboration will benefit DLA, our industry partners, DoD, and, above all, Warfighters.

Objective 1: Collaborate with providers to incentivize productivity and innovation, eliminate unproductive business processes, and address industrial base vulnerabilities

DLA and our partners share many common goals and, even when we do not, there are opportunities for mutually beneficial collaboration. Our providers can best serve us if they have more information about our needs and demands, just as we can better target and tailor providers and contracts when we have information about production costs, schedules, processes, specializations, and limitations. We will work with industry providers to understand cost drivers, make contract execution easier, and find more efficient and effective production and acquisition methods. To do this, we will establish a routine communication strategy, understand legal constraints, improve the acceptance and inspection process, better structure contracts, reduce time to award, engage with industry and Government partners to address their concerns and leverage their knowledge, engage in information sharing, and improve support both before and after contract award.

Success for this objective: Streamlined contract processes, increased dialogue, and improved relationships and performance with DLA partners and providers.



Objective 2: Align DLA processes and initiatives with evolving DoD business objectives

DLA, together with our partners in DoD, will accomplish more and better serve Warfighters by working together, rather than separately. Through increased collaboration with our partners in DoD and within the defense industrial base, we will proactively execute our mission. We will support our leadership by identifying opportunities for DLA to enhance its support to the Department and ensure representation of DLA's interests within DoD and DoD's interests in the Whole of Government. This will result in increased efficiencies, reduced costs, greater sourcing opportunities, and reduction of sole-source items.

Success for this objective: A prominent role in federal strategic sourcing initiatives; an expanded role in, and repeatable process for, lifecycle planning; increased access to data rights; and legislative recommendations to ease legal, regulatory, and financial restrictions on DLA.

Objective 3: Incentivize productivity and innovation through performance-based acquisition (PBA) methods and arrangements

Warfighter operations have changed in the new millennium. DLA is with Warfighters in more places than ever before and needs new tools and processes to adapt. We will explore what we and our partners can produce today as well as what we will be capable of producing in the future. We will leverage industry agility, competition, and innovation to take advantage of commercial integrated logistics support arrangements. DLA's use of PBA methods through competition increases access to innovative and high-quality products at reduced costs.

Success for this objective: A standard procedure to identify and pursue opportunities to implement strategic Performance-Based Logistics (PBL) contracts and the review of existing contracts and relationships to leverage PBA features that are aligned with our business objectives.

Objective 4: Enable innovative acquisition through an aligned and secure end-to-end information technology (IT) architecture and analytical tools

An aligned, end-to-end IT architecture improves visibility and transparency, making it easier to see opportunities for expanded collaboration and partnership. Greater data sharing allows industry partners to anticipate our future demands and allows us to better anticipate our customers' future needs. Greater transparency into the supply chain allows for improved decision making, avoidance of unacceptable risk, and predictable results. We will identify emerging technologies and determine which bring the greatest benefit to DLA and our customers. We will leverage state-of-the-market technologies to continually grow our acquisition analytics. Expected benefits of these initiatives are: improved and targeted capital expenditures, more efficient production control planning, established sub-tier arrangements to support DLA contracts, and a more stable workforce for our suppliers; higher fill rates, reduced capital expenditures, less waste, and more predictable warfighter support for our customers; and improved demand planning, more accurate forecasting of total lifecycle costs, increased competition, more precise requirements and customized contracts, better contract performance, and improved initial fielding sustainment for DLA.

Success for this objective: A process to identify and leverage emerging technologies, application of state-of-the-market

tools for supply chain management, and a supply chain that is more responsive, transparent, and accessible to industry and our customers.

GOAL AREA 4: FINANCIAL STEWARDSHIP

Deliver effective and affordable solutions

Support to the Warfighter is our top priority. We will acquire new capabilities and eliminate non-value-added processes to optimize Warfighter readiness, meet future threats, and reduce their total equipment and system ownership costs. We will aggressively drive costs out of operations and materiel acquisitions to ensure an agile capability that can surge as needed to provide global military and humanitarian support.

Accountability is the foundation of good stewardship. We are steadfast in maintaining our financial commitments to our customers while ensuring value, efficiency, and effectiveness in every program. We will partner with our customers to improve pricing transparency and to collaboratively develop solutions to minimize costs. We will offer more discrete and flexible pricing options to allow customers to select the type of service and performance that best meets their mission and affordability needs. After reaching audit readiness, we will sustain auditability.

Objective 1: Develop and implement a flexible strategy that positions DLA to provide logistics excellence in the future

As DoD resources diminish, DLA must adapt by developing innovative solutions that will enhance our existing exemplary service to our customers while using less money. We will collaborate with the Military Services to better understand their evolving requirements and chart a path to advance our capabilities. By working with private industry, we will explore best-of-breed logistics solutions and technology innovations to continually improve all facets of DLA business lines and processes. Concurrently, we will identify prudent cost-reduction strategies

to optimize efficiency and effectiveness without compromising Warfighter support.

Success for this objective: Disciplined approaches to define and fund future readiness requirements and capabilities.

Objective 2: Collaborate with our customers on enhanced capability to reduce costs and increase transparency

We are committed to process excellence, improved financial predictability, and delivery of acquisition best practices. Our mission partners and stakeholders rely on DLA to bring together the programmatic, acquisition, and logistics communities to ensure we deliver affordable, end-to-end solutions. Through our Service cost summits, we will build customer trust by providing more discrete, DLA cost-driver visibility. We will provide industry comparisons and cost visibility to all factors that affect our annual price changes. We will also highlight targets of opportunity for collaborative process improvement, which should result in significant cost reductions to the Warfighter without mission degradation.

Success for this objective: Ongoing, open dialogue with customers about cost and opportunities for cost reduction.

Objective 3: Develop flexible pricing options and automated processes

DLA must provide pricing strategies that allow the customer to obtain the support they need while remaining within their fiscal constraints. We will develop flexible pricing models for core supply, distribution, and disposition functions to give customers the performance they need at the right price. For example, instead of a fixed priced rate for transportation regardless of speed or method, pricing options would allow for rates directly commensurate to the level of service, performance, or speed requested.

Success for this objective: Flexible pricing models that accommodate varying levels of service, performance, and speed.



GOAL AREA 5: PROCESS EXCELLENCE

Achieve Enterprise process excellence

DLA will optimize processes to obtain the most effective and efficient outcome. We will obtain this goal through rigorous examination of end-to-end, core, and enabling processes coupled with the use of continuous process improvement tools. The teams will be composed of individuals from diverse functional backgrounds to ensure we optimize, standardize, and implement process improvements as well as sustain auditability. We will achieve process excellence by requiring every level of leadership to evaluate, manage, and seek to improve the processes within their scope of responsibility. We will systematically reassess and implement process innovation to reduce costs, increase speed, improve quality, and become a more agile organization. This will be accomplished, as appropriate, within each organization and at the enterprise level. Through our governance structure, DLA will enable, prioritize, and integrate process innovation. Tools such as templates, training, and communication and change management activities will be employed to make it easier for the workforce to do its job, assist leaders with data for decision-making, communicate the reason for change, encourage acceptance of new processes, and foster an environment of continuous process improvement.

Process excellence encourages simplification, improves performance, and helps DLA better achieve the outcomes Warfighters expect. At its essence, process excellence moves beyond the success of achieving and sustaining a positive financial statement audit and optimizes process change to bring forth the most effective and efficient outcomes in support of Warfighters, the Whole of Government, and our Nation.

Objective 1: Leverage enterprise process governance construct

Process excellence uses the Supply Chain Integration (SCI) Council as a supporting governance forum for the Alignment Group and the Executive Board. This council will standardize and integrate the organization's process improvement activities to ensure systemic issues are addressed. The governance process supports institutional examination and innovation of systemic issues that can lead to significant process improvement to achieve Agency goals in support of the customer.

DoD provided an end-to-end business process integration framework to drive alignment and improve business operations. The SCI Council representatives will identify and inventory the ongoing process activities in which staff are currently engaged, encourage process initiatives and the use of continuous process improvement tools, and reward innovation.



Objective 4: Reduce overall DLA operation and materiel costs

We will continue to seek ways to reduce the cost of doing business. This includes better leveraging acquisition tools, such as increased competition, to obtain the lowest possible materiel prices, as well as adopting a culture of continuous process excellence in all facets of the business. DLA is improving its acquisition processes by focusing on what things “should cost” and by developing smarter solutions that provide more affordable, value-added logistics support to Warfighters. DLA will continue to look for opportunities to improve the efficiency and effectiveness of day-to-day operations, such as re-engineering processes related to improving demand planning, reducing acquisition lead times to minimize inventory investments and holding costs, reducing infrastructure requirements by streamlining DLA Distribution and Disposition Services processes, and optimizing the DoD distribution network.

Success for this objective: Reduced operation and materiel costs through ongoing and future CPI initiatives while ensuring the continued effectiveness of ongoing operations.

Objective 5: Sustain auditability

DLA will assert full financial statement audit readiness in FY15. We will implement audit deficiency corrective actions to allow audit sustainability and enhance our customers' confidence in the accuracy of the numbers we produce on their behalf. We will streamline and standardize processes, to the greatest extent possible, to reduce Agency and audit-related costs. We will establish and resource an audit response and sustainment organization to enable annual achievement of a positive audit opinion from an Independent Public Accountant.

Success for this objective: Ongoing positive audit opinions.



Success for this objective: Development and institutionalization of the authorities, roles and responsibilities, policies, sponsorship, leadership, and ownership of process activities and visibility of ongoing initiatives.

Objective 2: Implement and integrate end-to-end process management to optimize enterprise initiatives

We will analyze and develop process management solutions by consolidation, standardization, and integration throughout the total DoD supply chain. The DLA end-to-end business streams are: Procure to Pay (P2P), Plan to Stock (P2S), Order to Cash (O2C), Hire to Retire (H2R), Acquire to Retire (A2R), and Budget to Execute (B2E). These processes form the connection between the customer-facing and supplier-facing sides of the organization. Each process initiative will have a specific timeline to conduct data baselining, improvement, documentation, and communication activities. In addition, we will employ process tools, templates, and guides for use by all DLA staff. We will identify training and change management activities to enhance understanding and motivate the workforce to bring new and exciting ideas into practice. We will engage customers and stakeholders to gain insight and feedback. We will integrate R&D initiatives seamlessly into our processes and encourage the sharing of ideas and best practices.

Success for this objective: Savings, cost avoidance, and improved Warfighter support through a portfolio of process improvements and innovations.

Objective 3: Implement Enterprise Process Management to maximize efficient, effective, and auditable processes

We will implement proven, repeatable processes and strategies to provide effective, efficient support as well as sustain auditability. As a team, we will develop a best practice method to measure the effectiveness of our core and enabling process areas, ensuring standard measurement by process owners and enterprise business cycle owners. The measures will include end-to-end metrics, and we will ensure that risk assessment and Managers' Internal Controls Programs are integrated with the process and business cycle measures.

Success for this objective: Full and current process documentation and measures for operational processes, determination of key operational controls, and continuous process improvement to ensure process excellence.

Objective 4: Develop, monitor, and sustain activities to enable culture change

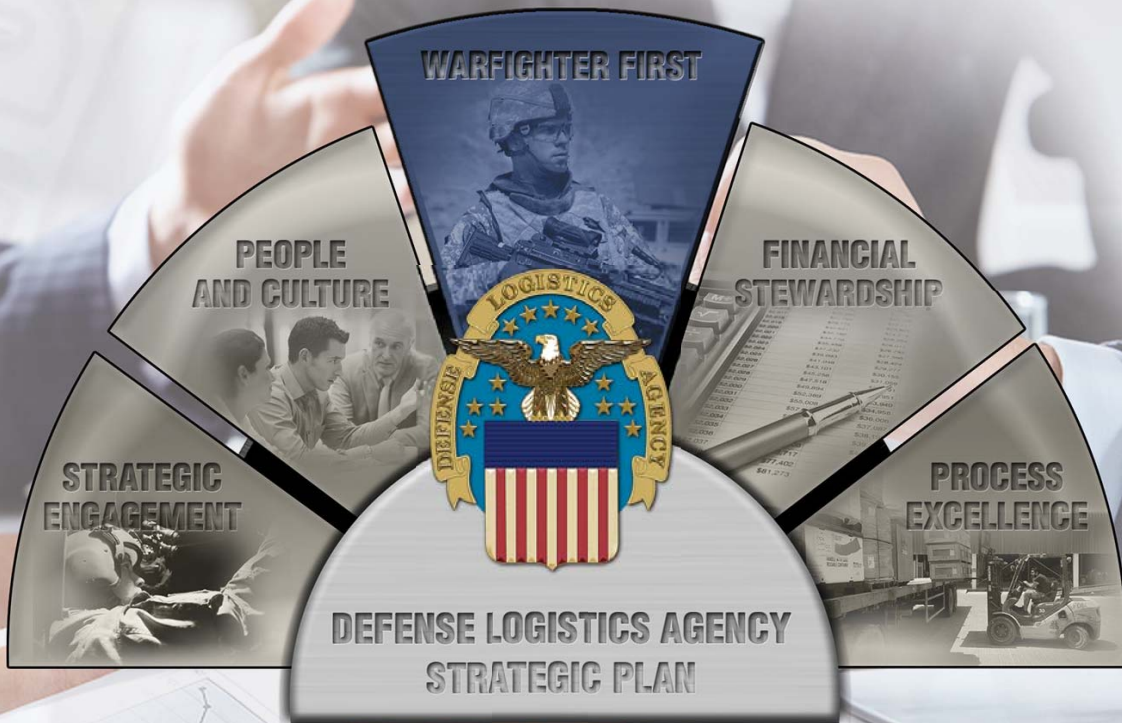
To improve adoption of new and updated processes, we will use the industry best practices of communication, change management, and training materials to accompany each process initiative. We will also obtain feedback from the workforce to refresh our end-to-end processes and the techniques and materials used to implement them.

Success for this objective: A culture that embraces continuous improvement and individuals who understand their role in enterprisewide operations and DoD logistics objectives.



PERFORMANCE MANAGEMENT AND MEASUREMENT

This plan is the first step to implement our strategy. Annually, we will direct actions through the Director's Guidance and Annual Operating Plans. An integrated strategic planning and performance management program will provide DLA leadership with vital information to measure the progress and effectiveness of our efforts as we implement this plan and strive to realize our vision. The underlying metrics will ensure we produce the necessary outputs to achieve the outcomes critical to effectively achieving our goals, while also providing the data we need to make course corrections along the way. These metrics will be tracked and evaluated by DLA's Director of Strategic Plans and Policy (J5) and presented to the senior leadership team on a recurring basis to monitor performance and drive process improvement. Additionally, we will revisit this plan on an annual basis to ensure we remain on course or to re-vector as necessary.





DIRECTOR'S CALL TO ACTION

As we look to the future, we recognize the uncertainty, risks, and challenges that we face as we go forward together to meet our mission as America's Combat Logistics Support Agency. We all know the enduring threats our country faces. We recognize the ever-evolving challenges placed upon our Department of Defense and Military Services. We understand the critical role that our Agency plays in helping our customers meet those challenges and keeping America safe and secure.

I firmly believe we are up to this challenge. We will continue to seek excellence and provide the exceptional global logistics solutions that our customers demand ... on time, every time.

I ask for your full commitment to this strategic plan. It provides our roadmap to ensure that we, the DLA team, continuously evolve and improve together to meet our mission requirements with a single resolve. It is our plan to meet the future with the commitment and capabilities that we need to provide the responsive, agile, and innovative support that our customers and stakeholders need and deserve.



AMERICA'S COMBAT LOGISTICS SUPPORT AGENCY

www.dla.mil

www.facebook.com/dla.mil

www.twitter.com/dlamil

www.youtube.com/user/dodlogisticsagency

A Conversation with . . .

Army Command Sgt. Maj. Sultan Muhammad

The Defense Logistics Agency's senior enlisted leader discusses his time at the agency.



Navy Petty Officer 1st Class Daniel Garas

You served in uniform for many years. What were some of the bigger changes you saw during your career?

I've seen a lot of changes. When I started out, it was during the Cold War, so we went from a Cold War Army to a combat Army, and now to a sustainment Army concerned with contingency operations. We were building for a war with a country and an organization that hasn't materialized as of yet. That's not to say it won't.

The good thing about our training; we were able to adapt quickly to the needs of contingency operations. During the Cold War, we were more focused on tank-on-tank operations. I actually joined the Army to be a tank mechanic. We soon developed an understanding of the new requirements we had. It triggered us to get new equipment, which triggered us to have new skills, which triggered us to have different abilities and tasks. We adapted well but not fast.

I've seen policies that have restricted military occupational skills to one gender; now we have expanded and diversified our occupational skills. One of the things that I was able to be part of as the Ordnance Corps regimental sergeant major was opening our Military Occupation Specialties to women. I was a firm advocate of if you have the knowledge, skills and ability to do the job, you're going to do the job and do it well.

One of the more interesting changes I'd never thought I'd be part of nor have direct impact includes DLA handling clothing and textiles. To impact the process of providing uniforms across the Department of Defense was most rewarding. It's been good seeing

Command Sgt. Maj. Sultan Muhammad speaks during his retirement ceremony.

A Conversation with . . .

the changes within our military. However, the biggest change I've seen is going from peace to war and trying to get back to peace again.

How did you interact with DLA prior to coming here as the senior enlisted leader?

I considered DLA one of those thankless, thoughtless types of agencies. You only think about the agency when you don't have something. You're upset at the agency when things don't go as planned. However, I didn't understand DLA's mission, and I didn't know how to engage it. The service that was provided was timely when we needed it, and we were able to sustain ourselves.

It wasn't until growing into the role of DLA's command's senior enlisted leader and understanding what our capabilities are that I discovered one of my key roles. It was to inform folks on how to engage with DLA. I consider the folks out at the field activities the "411" and the folks at headquarters the "911." Make sure you don't call 911 in every situation, because we have a very capable 411 that will get you the information just as fast.

Who are some of the leaders who impacted your career? What did you learn from them?

One of the most influential was my drill sergeant: Drill Sergeant Darban. He was a staff sergeant who sang like a canary. He was a paratrooper and an air assault infantryman. That was one of

the most professional, physically fit individuals who I wanted to emulate as time went on.

As I grew and developed through the Army, I started engaging with officers. The one that had the most impact on me logistically was Maj. Gen. Scott G. West. I met him when he was Col. West. He picked me to be one of his senior leaders and deploy with him on Joint Task Force-Supergroup to provide recovery operations after Hurricane Mitch, which hit Nicaragua, Guatemala and El Salvador. I learned from him how to deploy elements, and in the event you don't have all the pieces, you make do without them and drive on.

Maj. Gen West also selected an Army captain named James Jennings, who is now Col. Jennings, the 15th Sustainment Brigade commander. I never met an individual who was and is as selfless a servant. He's always giving and doesn't expect to receive anything at all; wonderful family, wonderful man. We're still friends to this day. We consider each other brothers.

Other impactful leaders and both equally talented: Command Sgt. Maj. Joseph Allen and Command Sgt. Maj. Marvin Hill. Allen used to work for Gen. Lloyd Austin, and Hill used to work for Gen. David Petraeus. When you've got two talented individuals tutoring you, success rubs off. Failure was not an option. They looked at me, saw potential, and trusted me to do the things that were supposed to be done.

The last individual is the most misunderstood individual out there as a general officer: Maj. Gen. Clark LeMasters. He was the Ordnance Corps commander during my watch. What I loved about him so much is he allowed me to be a sergeant major. All of my leaders did, but he did with such grace and honor; he trusted me.

What are three areas that you think are the most important things for an enlisted logistician to focus on?

Any service member has to have education. You have to understand that even once you achieve a certain level, it never stops. It will always be continuous; lifelong learning is what most folks call it. You should be learning from everything and everybody you can to improve yourself spiritually, mentally, socially, familywise, emotionally, the whole gamut. Education is one of those things that you have to have.

You complement your education with your time in service in becoming seasoned and experienced in your job.

From a logistician's standpoint, you have to understand customer service. The customer shouldn't be trying to figure out everything. Sometimes the customer really doesn't know what they want. I ask my peers, "Tell me what your challenge is and tell me what you're trying to achieve. I'll provide you a couple courses of action."

We did that with the Navy Working Uniform. They were having struggles. The

master chief petty officer of the Navy asked for some recommendations. We were able to quickly develop them. Now they're able to make a decision to utilize one of those courses of action. We didn't give him or the Navy a once-size-fits-all solution. As a logistician, you have to understand that customer's demands, requirements and needs. You get not only the customer what he needs, but you get that individual service member the equipment that he needs.

What was the highlight of your career?

Achieving three degrees. Another was making sergeant major. I am extremely blessed in making sergeant major and getting to work at this level. I have to retire from being a sergeant major; I will never retire my education. Once you have it, you can't take it away. Getting those degrees and establishing a footprint, not only for my soldiers but for my family, was big.

What was the toughest part of your career?

Being a drill sergeant. That was the hardest job I ever had. It was extremely hard converting civilians into soldiers, because everybody had an opinion on how that job should be done. On top of that, I was a drill sergeant during the Operation Desert Storm/Operation Desert Storm timeframe. We did have

a combat multiplier, which was called the M1 tank.

I trained future cavalry M1 mechanics and sustainers. Training up during the ODS timeframe, we doubled up on the size of the training platoons, because we had to get folks out to the service. We were able to work through it and get the job done.

There were nine drill sergeants in my company. From those nine drill sergeants, eight of us became sergeant majors, and six worked for general officers. It was a talented group of individuals where you had to have your game at very high state at all times.

Where do you see service members' roles within DLA going in the future?

I see the role increasing because of the capability and education of the noncommissioned officers in the agency. Their ability to deploy at no notice is growing. A case in point is how we activate our reservists to do missions smoothly and quickly during an emerging commitment. When you have that military employee, it's a whole lot easier for them to be ready to go.

Our nation will always need us. What I love about DLA is our service members' roles in peacetime, wartime or contingency operations. They will handle their increased roles, but it's going to take a collective force; not only noncommissioned officers, but every employee of DLA.

We have some very smart

logisticians out there who can look at something and say "This is probably a better way to do this, and you better look at it. It will save you money." A lot of those great ideas come from our noncommissioned officers and civilian employees, because of the simple fact that they're doing the work.

What's next for you?

I've accepted a position as the deputy site director for DLA at Fort Belvoir. I'm excited about it. The position is closely in line with what I did at Fort Bragg (North Carolina) as an installation sergeant major, working with the agencies within the building and all of our operations. I love to eat, I love to work out, and I love to make sure we have a safe environment for all of our folks to work in. That makes the transition a whole lot easier.

Is there anything else you'd like to say?

This is a great organization. I am extremely blessed with the talent across our 48 states and 28 countries. I wish I'd have gotten to see them all. DLA is so massive, it would take three years to see the whole organization if you really put the effort in. I hope I was value added to the organization. I know I enjoyed being a part of it. I think it's one of the better organizations within the Department of Defense. I look forward to staying in the family and working with another type of family. 🌟

FUEL AND FATIGUES

Story by Amanda Neumann

Army Sgt. 1st Class Mandy Allen is a detective in fatigues. As a petroleum laboratory specialist, she oversees the testing of fuels at the Defense Logistics Agency Energy Europe & Africa lab in Kaiserslautern, Germany. But some days, Allen's on the case, trying to identify samples of unknown origin or of misplaced identity for her military customers in Europe.

"I had a specialist come here recently from Baumholder, [Germany,] with a 1 gallon sample of fuel," she said. "He didn't know what it was, so I told him, 'Go ahead and come in; you're going to watch me run some tests, and we're going to figure out what your fuel is.' So we ran through some testing together, and I was able to tell him it was [a certain



Andrea Curtis

Army Sgt. 1st Class Mandy Allen (left) waits on a fuel sample test with Army Staff Sgt. Darius Andrus, a senior laboratory technician, at the DLA Energy Europe & Africa lab in Kaiserslautern, Germany. As a petroleum laboratory specialist, Allen oversees the testing of fuels at the 6,000-square-foot facility, which tested more than 1,350 samples in fiscal 2014.



type of jet fuel]. And then we had a long conversation, because they really have to know what they have in their trucks.”

With nonstop fuel support to military customers around the world, DLA Energy’s petroleum labs are essential to ensuring fuel properties, such as density, color and flash point, meet strict military specifications. Small variations in fuel quality, which can result in an engine failing or even a crash, can literally mean the difference between life and death for service members.

Besides Germany, DLA Energy has three other petroleum labs – located in Pyeongtaek, Korea; Anchorage, Alaska; and Okinawa, Japan – which are responsible for the analysis testing of aviation and ground fuel products. In addition, the labs provide investigative support, quality surveillance, contamination testing and presidential support missions for the Department of Defense.

As a class A-level lab for aviation fuels, the highest in the DoD, the 6,000-square-foot facility in Germany tested more than 1,350 samples in fiscal 2014 alone. It currently employs two uniformed service members, along with two DLA civilians and a local national, said Jacqueline Trevino, Allen’s supervisor and the lab’s supervisory chemist.

“We’re an unusual testing facility. We do a lot of unique and additional requirements here and things that are above and beyond the scope of what other labs do. For example, we provide training for the 21st Theater Sustainment Command,” she said. “Every time they get a new rotation at the lab at Camp Bondsteel, the Kosovo Force Class III team will send soldiers that are going to run the lab here for training prior to that.”

The lab also conducts professional development training for the military’s senior enlisted leaders, and offers internships for science, technology, engineering and mathematics students as part of the Kaiserslautern Military Community High Schools Career Practicum program, Trevino said.

The defense lab located on Joint Base Elmendorf-Richardson in Anchorage tests fuel not only for the military, but for the National Park Service and Bureau of Land Management, among others. Since there are no commercial laboratories in Alaska, the lab’s samples are delivered daily from far-reaching customer locations.

For soldiers like Allen, the ability to train in a lab is a crucial part of staying technically proficient in their skill sets. She herself trained at the lab back when she was a specialist and chose to come back and oversee the training program in November 2014.

“I had really awesome memories of being here, and it was one of the reasons I wanted to come back,” she said. “I always look forward to coming to work every day, because it’s so challenging. I feel like I learn something new all the time; my brain is always moving with new information.”

In Germany, the bulk of the samples come from the Army’s commercial into-plane contracts, fuel contracts and underground storage tanks. Although the type of fuel determines exactly what kind of testing will be done, the majority are there to undergo contaminant testing, a monthly requirement for the military, Allen said.

“Every test we run is based on a critical property of fuel, so if we run a test and get a certain result, then we know that a fuel is deteriorating, or it is contaminated with a heavier or lighter distillate,” she said.

With a recent increase in operations in Europe, the lab has been busy fulfilling requests and answering questions from customers, Allen said, adding that most

samples are turned around within 24 hours.

“For me, one of the best things about being here is helping out when people call,” she said. “It’s good to finally put all of the doctrine and the expertise I’ve learned into advice to our customers. And I feel very lucky to be here, because in the Army, it’s very rare to actually work at a lab that has all of these capabilities. It’s not something that many people will actually even see in their career.”

Like Allen, Army Sgt. Deliscia St. Clair received her hands-on training at the lab in Kaiserslautern a few years ago. She now serves as a petroleum laboratory technician at the DLA Energy Alaska lab on Joint Base Elmendorf-Richardson in Anchorage. There, she tests fuel not only for the military, but for the National Park Service and Bureau of Land Management, among others.

“We do mainly blend testing and contaminated fuel testing for [jet fuels] and diesel,” she said. “Mostly for the Air Force, but State Forestry usually sends us samples on an as-needed basis, and we do the same kind of testing for them.”

Although smaller than Germany’s lab – St. Clair only works with one other DLA civilian employee – the Alaska lab can run a variety of tests within two days.

“My primary responsibilities are basically to intake the samples, run the

samples and sign off on the tests,” she said. “I’m also the assistant hazardous materials, environmental and safety in the lab, and I have to keep up when new [regulations] come out and update our paperwork and everything in our systems.”

Since there are no commercial laboratories in Alaska, the lab’s samples are delivered daily from far-reaching customer locations like a Coast Guard base in Kodiak and an Army base at Fort Greely. Most are of jet fuels, like JP-4 and JP-5, which are known as cold-weather fuels and contain additives to help aircraft deal with the extreme cold in northern Alaska, St. Clair explained.

“Sometimes, we have customers that walk in, but since Alaska is so spread out, most have to mail them in, so we get a lot of FedEx,” she said. “When it comes in, we receive it, we see what they want, we give them a lab number and then we test for what they wanted on the submission form. I start my day by looking at what tests they are requesting and doing the longest test first. If a sample comes in early enough,

Air National Guard 1st Lt. Nathan T. Wallin



Members of the 128th Air Refueling Wing, Wisconsin Air National Guard, support President Obama’s visit to the Milwaukee area. DLA Energy handles analysis and testing of fuel for Air Force One to ensure it is safe and clean.

then it can be done in a day.”

Although she had to look up many of the fuel specifications when she first arrived at the lab two years ago, St. Clair said in some cases, she can now visually spot if there is a problem with a sample.

“Right off the top, you can look at some and notice that there is something wrong with it. Sometimes you can just tell if something is mixed or they put the wrong type of fuel on the label when they sent it in,” she said. “It’s not all visual. With certain tests, if you start seeing the [gravity] and the flash, this can also tell you there’s something up with this fuel.” ★

Securing the President’s Fuel

A unique mission of the Defense Logistics Agency Energy petroleum labs involves testing fuel used in the president’s aircraft. That means each time President Barack Obama leaves for travel aboard Air Force One, he relies on DLA Energy to ensure his fuel is safe and clean.

Navy employee Devin Kim works in a DLA Energy Pacific-funded lab at the Fleet Logistics Center on Joint Base Pearl Harbor-Hickam in Hawaii. Kim and his team of technicians handle analysis testing for fuel when the president travels to the Pacific region.

“Secured fuel operations are required whenever there is a need to ensure high a level of quality and security is maintained throughout a fueling event. Typically these actions are taken for the president,” said Kim, who works as a supervisory chemist. “Anytime there’s a need for a secure fuels mission, we handle the quality portion of it. We test the fuel that will eventually be going into [Air Force One] or into whatever vessel or ship is deemed a secure fuels transport.”

And when President Obama visits his home state of Hawaii, even a federal holiday can’t exempt the team from the stringent testing requirements, Kim said.

“We’ve been doing more testing lately, because Obama is from Hawaii,” he said. “I remember the first time he came here; it was around Christmastime, and we were there at midnight. So anytime he stops by for vacation, we are there. We drop what we’re doing, go there, test the fuel, secure it and make sure he’s good to go.”

— Amanda Neumann



Steve Kelly

Army Sgt. Deliscia St. Clair, a petroleum laboratory technician at the DLA Energy Alaska lab in Anchorage, tests a sample of jet fuel on a distillation machine. The lab tests mainly jet fuels, like JP-4 and JP-5, which are cold-weather fuels that contain additives to help aircraft deal with the extreme cold in northern Alaska.

YEAR-ROUND CUSTOMER SERVICE

Story by Mikia Muhammad
DLA Troop Support Public Affairs

While military recruit training centers support an influx of new recruits during the “Summer Surge” season, a team of Defense Logistics Agency Troop Support coordinators ensure support for those centers all year-round.

Three Army noncommissioned officers represent the Clothing and Textiles supply chain as customer account specialists to eight Army, Navy, Marine and Air Force RTCs across the country.

“We effectively ensure that each RTC has enough stock on hand to issue to the warfighter when they arrive at the

clothing initial issue point,” Sgt. 1st Class Stanley Jackson said.

Jackson, Master Sgt. Cynthia Gyening and Sgt. 1st Class Marcus Jones coordinate with RTC managers, Clothing and Textiles personnel and the depots’ logistics staffs to monitor DLA’s inventory and business processes, Jackson said.

The technical and tactical expertise these NCOs have gained from their service is an asset to this role, Jones said.

“My status as a member of [DLA’s] customer base brings a unique understanding of what it takes to bring effective logistical support to the future of the force,” Jones said. “Our largest client base is the new service members of all Department of Defense members in uniform.”

Each month, the NCOs visit the

RTCs to ensure Clothing and Textiles is in compliance with DLA’s financial stewardship goal to maintain inventory accountability, Jones said. While at the RTCs, these Troop Support soldiers ensure the facilities are secure, clean and orderly.

During the summer surge months of May through September, the centers typically see an increase in new recruits across the military services, Jones said.

“We pay close attention to the commodities and ensure that items and their demands are maintained in adequate numbers,” Jones said. “This practice prevents the very likely event of having a ‘due member’ situation, where recruits do not receive their complete issue because of shortages at the training center issue point.”

Without the joint logistics coordinators, there would be no on-site monitoring of inventory and demand levels at RTCs, Jackson said. He regularly visits the clothing initial issue point at Fort Jackson, South Carolina, where he has helped staff remove defective items and correct excess or duplicate orders, Fort Jackson supply technician Susan Grooms said.

“We really appreciate [Jackson’s] support of the CIIP at Fort Jackson,” Grooms said.

Grooms said the NCOs are a pleasure to work with and continue to provide excellent support to the center. ★

Sailors present flags during a graduation ceremony at the Navy’s Great Lakes Recruit Training Command, Great Lakes, Illinois. DLA Troop Support military joint logistics coordinators support recruit training centers all year, including the busy “Summer Surge” recruiting season.



Scott A. Thornbloom



BETTER BUYING POWER 3.0

Story by Beth Reece

Continuous improvement remains the underlying theme in the latest version of the Defense Department's Better Buying Power initiative. It's a subject most Defense Logistics Agency employees already score an "A+" in.

"Much of what DLA does – and most of what's already been accomplished as part of the Big Ideas [campaign] – supports BBP in some way," DLA Director Air Force Lt. Gen. Andrew Busch wrote in a blog describing how the initiative relates to DLA.

Better Buying Power was launched in 2010 with acquisition goals aimed at strengthening the department's buying power and improving industry productivity. BBP 2.0 followed in 2013 with an emphasis on achieving greater efficiencies in key areas such as affordable programs and workforce professionalism. The newest iteration, released in April by Frank Kendall, undersecretary of defense for acquisition, technology and logistics, underscores technical superiority and innovation.

"One of the big emphases right now is on breaking down barriers that keep us from using commercial technology.

— Kim Villarreal

"Better Buying Power is a culture and mentality. It urges us to be cost conscious and to achieve technical excellence. Basically, it's using process improvement and learning from our experiences to make better decisions as we go forward. That's nothing new to DLA," said Kim Villarreal of DLA Acquisition.

Focus areas in BBP 3.0 range from incentivizing productivity in industry to promoting effective competition. Villarreal pointed to DLA Energy's work with the Air Force on converting military-specification jet fuel to commercially available jet fuel as one effort that had positive impacts in numerous focus areas.

"One of the big emphases right now is on breaking down barriers that keep

Members the Air Force Petroleum Agency replace labels on fuel storage tanks after Travis Air Force Base fully converted from using JP-8 to Jet A fuel in 2014. The switch will save Travis and the Air Force millions of dollars in the coming years.



Air Force Senior Airman Bryan Swink

Better Buying Power 3.0

FOCUS AREAS

- **Achieve affordable programs.**
- **Achieve dominant capabilities while controlling lifecycle costs.**
- **Incentivize productivity in industry and government.**
- **Incentivize innovation in industry and government.**
- **Eliminate unproductive processes and bureaucracy.**
- **Promote effective competition.**
- **Improve tradecraft in acquisition services.**
- **Improve the professionalism of the total acquisition workforce.**

Source: <http://go.usa.gov/3dMKt>

from using commercial technology. In this case, we had a specific, restrictive requirement that fuel be mil-spec, but there was really no reason for that," she said.

The switch to commercial fuel increased competition and attracted small businesses. It also helped reduce lifecycle costs, because the service no longer needed segregated storage and could leverage existing infrastructure.

Increased use of performance-based logistics contracts is another way the agency is already reducing material costs and incentivizing contractors. In 2013, DLA Aviation's Strategic Acquisition Programs Directorate awarded a PBL contract to Boeing that saved \$12.6 billion for parts support spanning 11 aviation platforms.

"One of the most important aspects of the program is the use of a fixed-price incentive contract. This contract type incentivizes suppliers to continually drive down costs and allows DLA and the warfighters to share those reduced costs," said Charlie Lilli, DLA Aviation deputy commander.

DLA also uses its Captains of Industry program to generate ideas about how to increase productivity and innovation. The program brings together industry representatives, military leaders and supply chain experts in three-hour roundtable

meetings that encourage open discussion. Separate events are held once a year for each of DLA's diverse supply chains, allowing participants to focus on finding efficiencies that apply to specific commodities.

"This is one of the ways we work with industry to get better solutions and find ways to eliminate bureaucracy and cut costs. We get our ideas by truly collaborating with industry and hearing what they have to offer," Villarreal said.

In a meeting highlighting subsistence, vendors explained that commercial customers typically use much smaller food catalogs than military customers, so DLA Troop Support worked with vendors to reduce the number of items available via catalog by 52 percent. The effort saved money and made managing orders easier for vendors.

DLA's Time to Award initiative is another example of how the agency is using continuous process improvement to eliminate unproductive processes. The effort resulted in a 66 percent reduction in the time it takes to award new contracts by the end of 2014. Other

examples include DNA marking, an effort that reduces the risk of counterfeit parts, and the future implementation of 3D printing of parts that are hard to source or have long lead times.

Villarreal stressed that every DLA employee has a role to play in BBP.

"It's not just about contracting. It's about figuring out what the services' requirements are and doing long-term sustainment planning, as well as research and development. Everyone has a tie to BBP, even if it's just applying critical thinking and cutting costs where you can," she said.

BBP is also laced throughout the agency's strategic plan for 2015-2022, with objectives like developing flexible pricing options and automated processes, as well as identifying and managing supply system risks.

"BBP touches on every DLA functional area, whether you work in acquisition, logistics, human resources, information technology or research and development," Busch wrote to DLA employees. "If you're still wondering exactly how you fit in, then step up and ask, because I promise your work is in there." ★

ETHOS OF PROFESSIONALISM

Story by Chrissie Reilly, DLA Historian

The Defense Logistics Agency employs thousands of people worldwide, including civilians, military personnel and contractors. From procurement specialists to warehouse managers, logistics representative officers to lawyers, there is a wide variety of career fields represented by a diverse workforce. One of these unique positions is that of the DLA's senior enlisted leader.

The senior enlisted leader position was established by Army Lt. Gen. Tom Glisson, in 2000. The position is an Army billet, and the first person to serve as senior enlisted leader was Sgt. Maj. Randy Taft. His was an interim position, until a permanent command sergeant major could be selected and assigned to DLA. Taft, since retired, is now a protocol specialist with DLA Headquarters.

Five senior noncommissioned officers have served as DLA's senior enlisted leader, and each one has had his own focus depending on the guidance of the serving DLA director and the needs of the agency.

DLA's second senior enlisted leader and first command sergeant major was Archie Turner. Of the genesis for his position, Turner recalled, "General Glisson selected me to establish the Office of the Command Sergeant Major in early 2000. He invited me into all the corporate-level boards and with the commanders of the [primary-level field activities] and empowered me."

Turner described how Glisson empowered him to "look at DLA and use my knowledge, skills and abilities to make DLA a better place to work, while keeping it warfighter focused."

One of the ways Turner sought to do this was to ensure that the military personnel assigned to the agency were a good fit. Ideally, military personnel who were assigned to the agency "would have sufficient time to come into DLA and then return back to their services with this wealth of knowledge that they gained from being here."

Command Sgt. Maj. David Roman became DLA's third senior enlisted leader after Turner's retirement in 2004. One of his main priorities was working to build camaraderie among DLA's military members, who make up a significantly smaller percentage of the workforce than do civilians.

In an interview, Roman said, "When I got here and started traveling to DLA's various field sites, I realized that in many cases our military members rarely got together and weren't making the time for professional development."

As DLA's senior enlisted leader, Roman brought together the agency's military personnel by organizing training

conferences at DLA's field activities and regional commands. He also travelled to visit military personnel working throughout DLA's warehouses and depots to learn about how DLA was doing firsthand from the workforce.

Much like his predecessors, Roman took part in DLA Executive Board meetings and visited the field, including trips throughout the Middle East and Pacific regions. "I've visited our customers, the warfighters DLA supports," he said, to make sure supplies, equipment and services continued to reach customers on time, in the right quantities and for the right price.

The fourth senior enlisted leader at DLA was Command Sgt. Maj. Otis Cuffee. A career of supply chain and military logistics assignments brought him to DLA, but even he was surprised to learn the extent of DLA's support mission.

While he understood the support to the Department of Defense, "I didn't know that the other federal customers included the Federal Emergency Management Agency and U.S. Agency for International Development," Cuffee recalled, referring to the agency's support after the 2010 earthquake in Haiti. It was during his tenure that DLA also provided

The scope of DLA's mission is what makes it such an important part of the federal government.

— Retired Command Sgt. Maj. Otis Cuffee



humanitarian support for Operation Tomodachi, following the earthquake and tsunami in Japan in March 2011.

To Cuffee, the scope of DLA's mission is what makes it such an important part of the federal government, and DLA was able to "support our national defense with critical materials management." From spare parts to fuel to rations, DLA provides all of this and more through the management of nine supply chains in more than 40 countries worldwide.

As DLA's fifth senior enlisted leader, Command Sgt. Maj. Sultan Muhammad said he enjoyed being able to engage with the workforce throughout the agency to "capture data and feedback about how well we are doing as an enterprise."

Muhammad said when he travelled to visit DLA sites worldwide, he told people, "I'm not here for the amenities." Instead, he wanted people to ensure he was able to

turn the visit into results for them.

"Industry to foxhole" is the phrase Muhammad used to describe how he sees the DLA's part in providing materials to customers, especially warfighters. His philosophy is that, "I am the end-user's validation." As a person who has deployed as a customer of DLA's logistics support, he is able to relate to the agency's customers.

"I am primarily looking at the quality of life for the workforce," he said, which includes all military and civilians throughout headquarters and the PLFAs. Workforce development, through formal academia, classroom training, mentoring and on-the-job training, was a key area Muhammad focused on to support DLA's mission and its employees.

"It's important that the senior enlisted leader understands logistics," Muhammad said, but he stressed that he

Retired Army Command Sergeants Major Archie Turner, Otis Cuffee, Sultan Muhammad and DLA Senior Enlisted Leader Command Sgt. Maj. Charles Tobin pose for a photo after the change of responsibility ceremony. Command Sgt. Major Tobin took over as the agency's top senior enlisted leader in May.

hoped the Army billet he was assigned to would one day be a joint billet. One of his current projects with DLA Director Lt. Gen. Andrew Busch is developing a charter for the position that could bring in senior NCOs from all the services who understand supply-chain management.

The thread of continuity, passed on as a legacy from one DLA senior enlisted leader to the next, is the total commitment to the agency's mission and the ability to be a conduit for both the workforce and DLA's customers to ensure the agency meets its goals and takes care of its employees; an ethos of professionalism. 🌟



I AM

DLA

My name is:

Anne Tarrant

I am:

A weapon system support manager with Land Customer Operations.

Describe your job in a sentence.

I act as DLA's focal point for weapon systems support for our Army and Marine Corps program offices to ensure DLA provides continuous support for their programs throughout the weapon system's life cycle.

How long have you worked for DLA?

15 years.

What is your favorite thing about working for DLA?

Working for DLA presents so many opportunities and engagements. My favorite is working with my fellow weapon system support managers and DLA team members to lay the foundation of weapon system support for our Army and Marine Corps warfighters so they can execute their missions.



What are your best memories of working here?

My best memories have always centered on our teamwork and flexibility to get things done for our warfighters. It's been the kitting effort for Anniston's M2 production line to allow for accelerated production, the sharing of program information between WSSMs to get a better coordinated support solution, planning for industrial support, and continually looking for better ways to put material on the shelf for our warfighters.

How do you make a difference?

Making a difference happens in many ways. It occurs when I educate program offices on DLA capabilities, facilitate creative solutions to meet weapon system support challenges and advocate for DLA process changes to better meet ever-changing warfighter needs.

Anne Tarrant